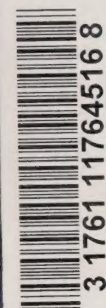


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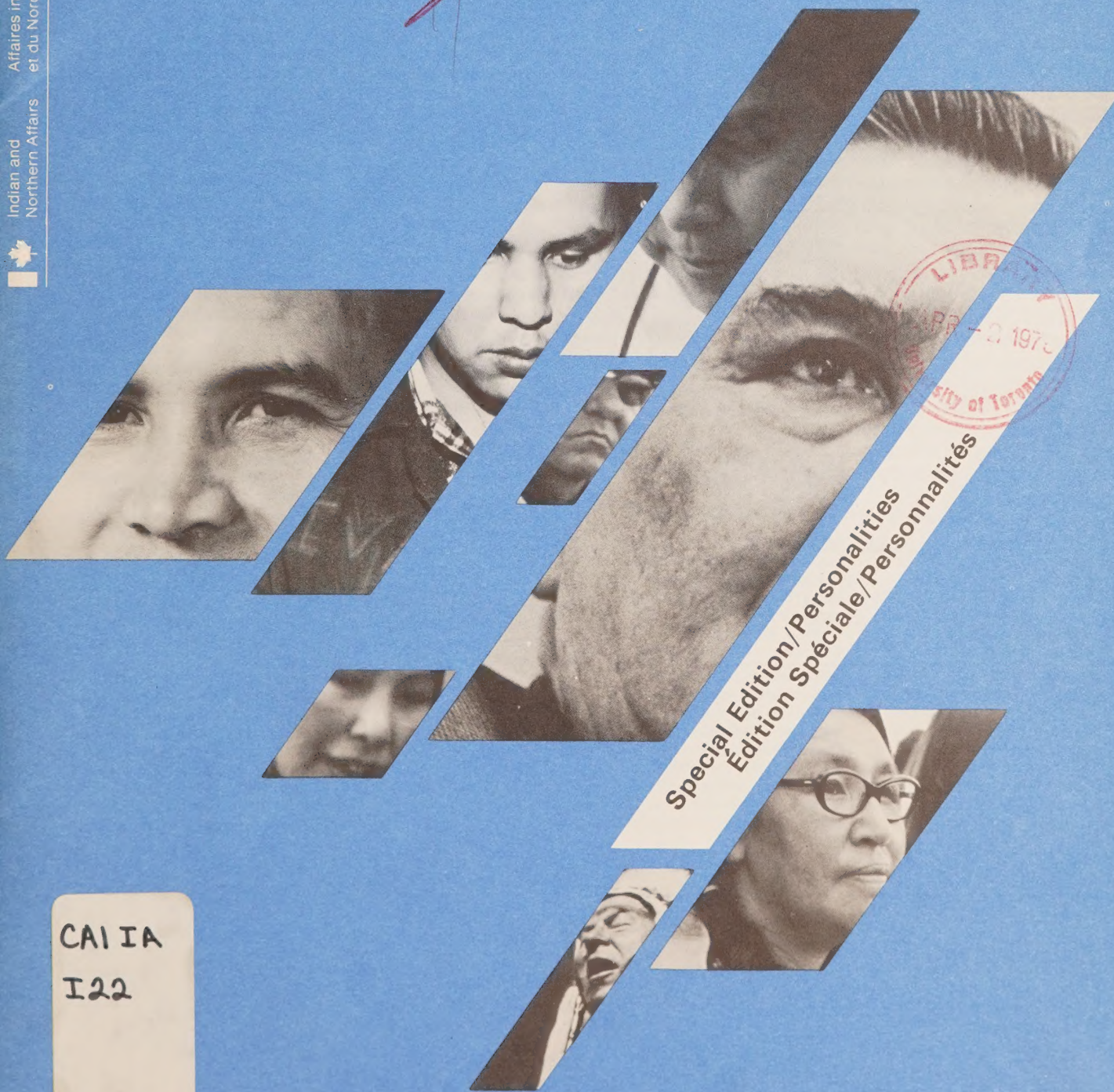


Indian and Eskimo Affairs Program  
**Economic Development**

Programme des affaires indiennes  
et esquimaudes  
**Promotion économique**

# Ideas Idées

Indian and Northern Affairs  
Affaires indiennes et du Nord



Special Edition/Personalities  
Édition Spéciale/Personnalités

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Editorial Advisory Committee W. Brant, F. R. Goodleaf, T. A. Nahanee	Comité consultatif de rédaction W. Brant, F. R. Goodleaf, T. A. Nahanee
Please address all corres- pondence to the Editor, <i>Ideas</i> , Room 630, 400 Laurier Avenue West, Ottawa, Ontario, K1A 0H4, Telephone (613) 995-8603.	Toute correspondance doit être adressée au Rédacteur, <i>Idées</i> , pièce 630, 400 ouest ave. Laurier, Ottawa, Ontario, K1A 0H4 Téléphone (613) 995-8603.
<i>Ideas</i> is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the au- thority of the Honourable Judd Buchanan, Minister of Indian & Northern Affairs.	<i>Idées</i> est une publication trimestrielle consacrée à la promotion des réalisations qui s'adressent aux Indiens et au monde indien des affaires. <i>Idées</i> est publiée avec l'autorisation de l'hono- rable Judd Buchanan, mi- nistre des Affaires indiennes et du Nord.
Design Gottschalk + Ash Ltd.	Présentation graphique Gottschalk + Ash Ltée

## Editor's Note

## Note du rédacteur



Editorial Advisory Committee

Comité de rédaction

Dear Reader,  
In this special, New Year's issue of *Ideas*, we have concentrated our attention on a few of the people in interesting positions or professions who have overcome various difficulties to achieve their goals and ambitions. We hope that you will find their stories a source of pride and encouragement.

We would like to take this opportunity to thank Bill Lewis of the Economic Development Branch for his foresight in establishing *Ideas* and his continuous determination to keep this quarterly going so that Indian people might learn about one another across Canada and know of the many economic development opportunities that exist for them.

Since Bill Lewis started *Ideas*, we have been supported and encouraged by the Editorial Advisory Committee; Theresa Nahanee, Frank R. Goodleaf and Chief Bill Brant. Their ideas and suggestions have helped us continue to provide the information that is most needed by the Indian business community.

In this issue, we are especially grateful to Sandra Moses and Vernon Paul for conducting interviews and visiting with many of the people whose stories you will read.

Our very sincere wishes to you all for a happy and productive New Year.

Lois A. Wraight,  
Editor, *Ideas*

Cher lecteur,  
Dans cette édition spéciale du nouvel an de *ideas/idées*, nous nous sommes penchés tout particulièrement sur quelques-unes des personnalités qui détiennent des postes importants ou exercent des professions intéressantes et qui ont dû surmonter divers obstacles pour réaliser leurs ambitions et atteindre leurs objectifs. Nous espérons que leurs biographies, même sommaires, sauront vous inspirer fierté et encouragement.

Nous désirons profiter de cette occasion pour remercier chaleureusement Bill Lewis, de la Direction de la promotion économique, dont la clairvoyance a permis à la revue *ideas/idées* de voir le jour, et dont la détermination en assure la continuité. Grâce à cette revue trimestrielle, les Indiens du Canada apprennent à mieux se connaître les uns les autres et sont au courant des nombreuses possibilités de développement économique mises à leur disposition.

Depuis sa création par Bill Lewis, la revue *ideas/idées* a reçu l'appui soutenu de son Comité consultatif de rédaction, qui se compose de Theresa Nahanee, Frank R. Goodleaf et le chef Bill Brant. Leurs idées et leurs suggestions nous ont permis de toujours mieux renseigner le secteur économique indien.

Nous tenons à remercier Sandra Moses et Vernon Paul pour les articles intéressants qu'ils nous fournissent dans le présent numéro sur les entrevues qu'ils ont obtenues de ces personnalités indiennes.

Recevez nos vœux sincères pour une nouvelle et fructueuse année.

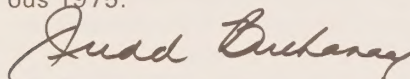
Lois A. Wraight,  
Rédacteur, *ideas/idées*.



In the few months that I have been your Minister and the long while I have been closely associated with the activities of this Department, I have had an opportunity to visit with many of you and know first hand the many efforts and enterprises that have been undertaken by the Indian and Eskimo communities to establish economic independence. From one-man, small businesses and industries to multi-million dollar shopping plazas and motel complexes, I have viewed with pride the tremendous achievements of many of you in establishing your own financial security and independence.

I have travelled widely among you and intend to continue this practice. I have seen situations that are unacceptable to all Canadians and I have witnessed proud and strong breakthroughs. I am optimistic that the growing pride and ability of the Indian people of Canada and the increasing number of successful economic development projects will encourage the ambitions of increasing numbers of participants. I am confident that your activities in the future will see more and more Indian and Eskimo Canadians moving surely into their own, economically independent world.

My sincerest best wishes to everyone for a good and prosperous 1975.

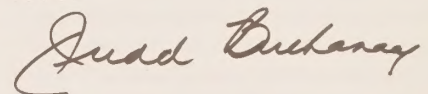


The Honourable  
Judd Buchanan, PC MP

Il m'a été donné, durant ces quelques mois, en tant que ministre des Affaires indiennes et du Nord et aussi auparavant, alors que j'étais associé étroitement aux activités de ce ministère, de rencontrer plusieurs d'entre vous. J'ai pu alors me rendre compte par moi-même des nombreux efforts déployés par les communautés indiennes et inuit pour obtenir leur indépendance économique. Dans le cas des petites industries ou commerces privés tout comme dans celui des centres commerciaux ou des motels évalués à plusieurs millions de dollars, j'ai pu constater avec joie que plusieurs parmi vous s'étaient hardiment mis à la tâche pour assurer leur propre sécurité financière.

J'ai fait de nombreux séjours dans vos régions et j'entends bien poursuivre cette pratique. J'ai été témoin de situations inacceptables pour tout Canadien digne de ce nom, mais aussi de progrès immenses. Je crois fermement que la fierté et l'habileté croissantes dont plusieurs Indiens du Canada font preuve actuellement, en menant à bonne fin un nombre toujours de plus en plus grand de projets d'expansion économique, seront un stimulant pour tous. J'ai pleine confiance que dans un avenir rapproché, les Indiens et les Inuit canadiens évolueront avec assurance et indépendance dans leur propre monde économique.

À tous et à chacun, j'offre mes vœux de bonne et prospère année 1975.



L'honorable Judd Buchanan, CP  
député





Honourable Senator Guy Williams

"Whether you like it or not, it's politics that makes this country run and Indians must participate... your destiny is in your hands, so get with it."

Tough words from a tough man.

Senator Guy Williams believes that Indians must involve themselves in the political processes of the country—by campaigning, by voting and by running for office, just like other Canadians.

"Indians," he states, "must enter politics otherwise government will have no knowledge of what Indians want. Only through the political process will we have a direct pipeline into government."

Basically, Senator Williams knows that Indian people must help themselves. In stating his views to the Senate, October 22, 1974, the Honourable Indian Senator proposed the establishment of a \$100 million Indian Corporation. He claimed that that kind of funding, plus the value of Indian lands and their mineral resources, could provide the basis for a program which would make the "welfare state" for Indian people, a thing of the past.

Senator Williams who is affiliated with the Kitimaat band, is now a resident of Richmond, B.C. He believes that after 30 years with the Native Brotherhood and a lifetime as a fisherman, he has earned his appointment to the Senate.

Along with many Indians, Senator Williams wants to see a revival of Indian culture. "We are surviving in this society and we should try to keep what is best of our culture".

"J'ai de bonnes raisons de croire qu'un jour viendra où les Indiens du Canada participeront à la mise en valeur des ressources de notre grand pays. Pourquoi? La valeur estimative des ressources des réserves, terres comprises, dépasse 17 milliards de dollars... auxquels s'ajoute une somme supérieure à 10 milliards de dollars dans le cas des richesses minières et pétrolières, soit une valeur totale approximative de 28 milliards de dollars."

C'est ainsi que s'exprimait le sénateur Guy Williams devant le Sénat du Canada le 22 octobre 1974. À cette occasion, il a instamment demandé au gouvernement du Canada d'assumer ses responsabilités à l'égard de la population indienne. "C'est aujourd'hui, et non pas demain, a-t-il déclaré, le jour de la décision pour les Indiens et le gouvernement du Canada." Le sénateur a également prédit un plus grand nombre de manifestations et d'actes de violence de la part des Indiens si des mesures n'étaient pas prises incessamment.

M. Williams a proposé en ces termes une solution à la situation d'assistés sociaux des Indiens du Canada: "Grâce à ces biens, une société indienne, dont les fonds de financement seraient de 100 millions de dollars, pourrait être créée, dirigée entièrement par des Indiens et gérée par les meilleurs comptables et experts financiers de n'importe quel pays du monde. Cette source de revenu et ce programme permettraient à la population indienne du Canada de mettre fin à une situation d'assistés sociaux. Avec tout ce capital, elle pourrait, à mon avis, acheter la Banque du Canada et le CP au complet."

Membre de la bande Kitimat, M. Williams habite actuellement Richmond (C.-B.), mais il se rend à Ottawa toutes les semaines lorsque la Chambre siège.

Le sénateur Williams exprime ainsi son plus ardent désir: "J'espère que la population indienne du Canada s'intéressera de plus en plus à la vie politique. Ce sont les décisions politiques qui assurent la bonne marche du pays et c'est au Parlement qu'elles se prennent."

...



George Manuel

"I think of my own lifetime as a miniature history of the North American Indian," states George Manuel, a Shuswap from the Neskainlith band and President of the National Indian Brotherhood, located in Ottawa.

At 51, George is serving his fourth year as leader of Canada's 262,000 registered Indians. This position isn't new to him as he previously held the position as Chairman of the National Indian Advisory Board from 1961-1965.

George has been active in the Indian cause for many years and has held positions with the North American Indian Brotherhood and the Indian Association of Alberta.

Some insight into his philosophy can be gained through reading his newly-released book, *The Fourth World*, written jointly with Michael Posluns.

Through the N.I.B., George is making the needs of Indian people known to government and Canadian society. As he states in his book, "We want to carry on our own economic and community development so that Indian people can share in the things every Canadian wants and can do as Indians within the framework of an Indian system of values. This is what we want," he says, "and what our struggle is all about."

George is confident Indians can succeed if allowed to control their own destinies and to this end he has influenced the government to give Indian people more local control over their education. For George and the Canadian Indian people this marks a major break-through in Indian-government relations.

Before becoming involved in Indian political organizations, George worked for ten years as a boom boss in charge of 40 men in a B.C. logging operation. He has four sons and three daughters.

...





Lee Williams

Lee Williams, an ambitious but sensitive young woman, is well on her way to achieving her hopes of becoming completely "individualistic". Her job as co-ordinator of native support programs for the Department of National Health and Welfare, Recreation Canada in Ottawa helps her do just that.

A member of the Kitamaat Band in B.C., Lee spent most of her life in Vancouver. Determined to establish her independence through a career, she studied practical nursing which, as she says, many young Indian girls were encouraged to do. Not satisfied with the rigidity of a nursing career she also studied courses necessary for university entrance.

Four successful years of university followed and she obtained her BA in Sociology. Months of discouragement and unemployment followed, but she refused to go back to practical nursing. Unable to find work in B.C. she went to Saskatchewan and worked for four months teaching child care workers.

She returned to Vancouver and practical nursing just long enough to earn her airfare to Ottawa. "I came to Ottawa with a lot of hope and I was determined to learn the system which has dictated my life," she said.

Her present job involves setting up programs for native people through different native organizations across the country.

One thing she has learned is that "white isn't superior". To Lee this was an idea which had been instilled in her and many other young Indian people through their formal education. "You can't pinpoint it at the time, but when you look back it is so clear."

Lee sees herself as an individual working on a one-to-one basis and, for her, this is at least a partial key to success. She describes her job as a learning situation and a challenge.

...



Len Marchand, M.P.

"Take the world as it is and face it", are the wise words of Len Marchand, first Canadian Indian elected to the House of Commons (Lib., Kamloops-Cariboo).

His earliest ambition was to get an education. After high school in Vernon, B.C., he received a B.Sc. in Agriculture from the University of British Columbia and followed it with an MA in Forestry at the University of Idaho.

It was, however, the call of politics that he could not resist. Elected in June, 1968 as a Member of Parliament, he was re-elected in October, 1972 and again in July, 1974.

Mr. Marchand served as Parliamentary Secretary to the Minister of Indian and Northern Affairs in 1972 and was appointed to the same position with the Minister of Environment and Fisheries, September 15, 1974.

Active for many years in Indian organizations, he is one of the founders of the Mika Nika Club and was instrumental in altering the legislation governing the Farm Credit Corporation so that Indian people could borrow money. "There's two million dollars out in loans" he states proudly "and I had a part in getting them launched." Len can be justly proud of his accomplishments. In his years as a politician, he has devoted his time to the betterment of Indians and their communities.

One way in which Len strongly believes Indian people can "take on the complex world around us" is to "get as much education as possible." "The Indian," he states, "must have pride in himself, in his culture, and in his past."

...

M. Léonard Marchand, député de Kamloops-Caribou (Colombie-Britannique) et premier député indien à la Chambre des communes, aime bien voir la réalité pour ce qu'elle est et à lui faire face.

Né à Vernon (Colombie-Britannique), M. Marchand est membre de la bande Okanagan. Il fit ses études à l'école d'Okanagan, au foyer scolaire pour Indiens de Kamloops et à l'école secondaire de Vernon. Il obtint plus tard un baccalauréat ès sciences (agriculture) à l'Université de la Colombie-Britannique et une maîtrise en foresterie à l'Université de l'Idaho.

Avant de se lancer en politique, il a travaillé comme agent de recherche pour le ministère de l'Agriculture à Kamloops, puis comme adjoint spécial du ministre de la Citoyenneté et de l'Immigration (Direction des affaires indiennes). C'est à ce moment-là qu'il décida de présenter sa candidature pour le parti libéral.

Il fut élu député en juin 1968, réélu en octobre 1972 et de nouveau le 8 juillet 1974. En 1972, il avait été nommé secrétaire parlementaire du ministre des Affaires indiennes et du Nord; le 15 septembre 1974, il est devenu le secrétaire parlementaire du ministre de l'Environnement et du ministre d'État aux Pêcheries.

Depuis son élection, M. Marchand a siégé à plusieurs comités permanents de la Chambre des communes. Il fait partie de l'Association interparlementaire canadienne et de l'Association parlementaire de l'OTAN. Il a d'ailleurs représenté le gouvernement canadien à la conférence internationale tenue à La Haye (Pays-Bas), en plus de visiter l'Australie et la Nouvelle-Zélande en compagnie de l'honorable Jean Chrétien, comme membre d'une délégation canadienne en mission de recherche.

Il peut certes être fier de ses réalisations. Au cours de sa vie politique, il s'est consacré à l'amélioration du sort des Indiens et de leurs localités en favorisant de meilleures relations entre la communauté indienne et la communauté non-indienne.

...



## Alberta

The Honourable Ralph Steinhauer, Canada's and Alberta's first Indian Lieutenant-Governor has seen changes, many of which were the result of his own strong determination.

At 20 he was distressed to see his band selling reserve land far below its actual value. At 25 he decided to change the system which dictated the lives of his people. He remembers a time when Indian agents spoke to Indians through wickets and, if they spoke too long, the wickets were closed.

Those times are past and Mr. Steinhauer and his band have come a long way. A band councillor with the Saddle Lake Indian reserve for 34 years, Mr. Steinhauer was Chief for three years. He was instrumental in establishing the Indian Association of Alberta and the Saddle Lake Centennial Project, a successful farming venture which is changing the lives of reserve residents.

Mr. Steinhauer was born in 1905 in Morley, Alberta, three months before Alberta became a province. In 1928 he married American-born Isabel Davidson, a teacher in Vilna, Alberta. Together they established a farm near Brosseau, Alberta on the Saddle Lake Indian reserve. That was in 1929. Today 700 acres of his 1,800 acre-farm are cultivated and

the Steinhauers have 300 head of cattle.

Mr. Steinhauer has always been involved actively with many organizations, including the United Farmers of Alberta (1923); five years on the Board of Directors of Alberta Newstart; council member of the Northern Alberta Development Council; past president of the Alberta Indian Development Systems Ltd.; and District President of the Farmer's Union. He also served on the Board of Directors for the Brosseau Mutual Telephone System, the Indian-Eskimo Association and the Rural Electrification Association. Presently he is a member of the Two Hills Chamber of Commerce and past member of St. Paul's Chamber of Commerce.

Active participation in Albertan society has prepared Mr. Steinhauer for his new duties as Alberta's ninth Lieutenant Governor. This honour includes many activities as well as presiding at official functions and entertaining distinguished guests to the province.

The Steinhauers have five children, four girls and one boy.



Ralph Steinhauer

...

A member of the Sturgeon Lake Band of Alberta, Adolphus Kappo proves to be an energetic person when it comes to economic and band development.

Mr. Kappo is President of the Sturgeon Lake Development Company, a company designed to exploit the commercial recreation potential of the Sturgeon Lake Reserve. Already under construction is a 110 campsite park and a fishing resort, with plans for a ski hill, golf course and summer cottage village. Mr. Kappo is also President of Namew Lake Agriculture Enterprises, a band farm presently engaged in feeder hog production. Expansion plans are underway to include cropping and beef production. He is employed by the band as a cat skinner, driving their 65A Komatso Crawler tractor, and he traps a registered line in the winter.

Mr. Kappo is very involved with his band. He is chairman of the Recreation Committee and also a member of the Housing Committee. He is a member of the Valleyview Arena Board and the Regional Education Committee, both off reserve activities.

Mr. Kappo is married and has four children. In his spare time he enjoys coaching minor hockey, and playing hockey and fastball.

Mr. Kappo is a very active person and the well-being of his band and reserve is of utmost importance to him. He is a credit to the Sturgeon Lake Band and the Indian people of Alberta.



Adolphus Kappo

...



On the Saddle Lake Indian Reserve in the northeast corner of Alberta, there is a unique man by the name of James E. Hunter who manages a 13,000 acre farm. In his own quiet way he has won the confidence of his fellow workers at the Saddle Lake Centennial Development Association, his employer and the Saddle Lake Band Council.

This large farm operation is one of the first in Canada on an Indian reserve to assist native people in setting up their own private enterprises. The Centennial Association leases land from private individuals who want to develop their own farm operations but, as yet, are not able to do so. The Centennial Association clears and seeds the land, develops it for a number of years and then returns the land to its original owner. Mr. Hunter is also a successful farmer in his own right; he operates several sections of mixed farming—cattle, hogs and horses. He also has grain for sale and greenfeed for his own operation.

Mr. Hunter, born and raised in Saddle Lake, is married to Rita and has four children. He received his formal education in St. Brides and St. Paul, Alberta.

In the initial stages of the Centennial Association, which he manages, he received help from the Honorable Ralph Steinhauer, Lieutenant Governor; the Centennial directors; and Mr. Bill Dent, the department agriculturist at Two Hills. Mr. Steinhauer feels that Mr. Hunter has made a great contribution to the people of the Saddle Lake Reserve by instilling confidence and pride in their own abilities to compete in the agricultural society.



James Hunter

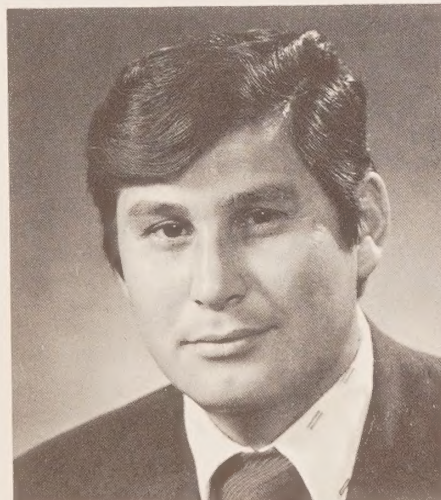
"We have no welfare recipients nor destitutes among our people here", is the proud statement of Walter Twinn, Chief of the Sawridge Band.

The Sawridge Reserve is located immediately west of the town of Slave Lake on the southeastern shore of Lesser Slave Lake, 150 miles north of Edmonton.

Walter Twinn has retained his position as Chief since his election in 1966. Under his dynamic leadership the Sawridge Band with 42 members, one of the smallest in the country, has become a progressive influence in the community. The names Sawridge and Twinn are recognized nationally as examples of native progressiveness and drive.

During Chief Twinn's youth, his people relied entirely upon the logging industry for employment. The discovery of oil on Sawridge land provided a spark that Walter Twinn seized and fanned into solid economic development and growth for his people.

Walter Twinn supports the "Think Indian" slogan of today's Indian people but he prefers his own wording—"Think Indian 1974"—which reflects his desire to ensure continuing progress in the modern business environment.



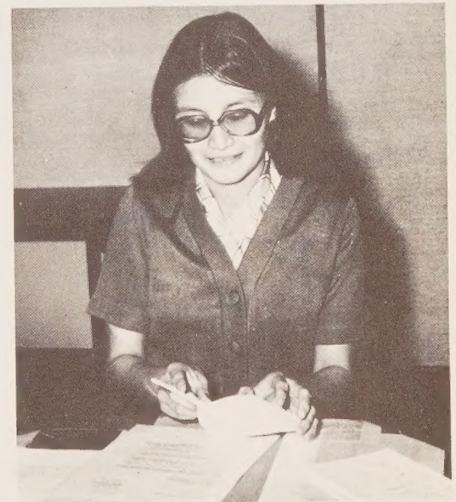
Walter Twinn

For two and one-half years Sharon Rope, 23, has been following her life plan for success. She graduated from an adult education program as a top notch secretary and landed right in the middle of some complicated work for the Department of Regional Economic Expansion, in Regina.

From the steno pool, she was promoted to secretary for the manager of Special ARDA. Now she is clerk and recording secretary for a special ARDA committee which is geared basically to helping people of Indian ancestry to establish themselves in small businesses, such as fish co-operatives and sawmill operations.

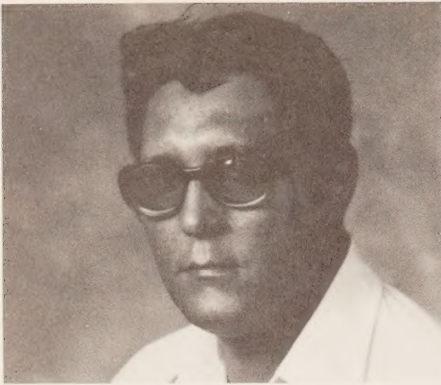
Sharon is required to travel, to search out information for meetings and to arrange interdepartmental conferences.

She enjoys her busy schedule and only regrets that there is not more time for regular trips home to the Carry the Kettle Reserve.



Sharon Rope





Albert Bellegarde

Albert Bellegarde is one of a kind. That is because he is the only Indian Associate Regional Director the Department has.

"My role is just being developed. It's a new idea. I take my direction from the Chiefs and local organizations and in turn give the Department an input from that area from someone of its own staff," he says.

An Indian person who works for Indian Affairs must be hard-nosed, he feels, because Indians tend to look upon them as being 'apple Indians'—red on the outside and white within. But, he says, it's important to take that sort of pressure because one of the answers to overcoming problems is to have even more Indians employed by the Department.

The 37-year old former teacher has roamed the country since he left Saskatchewan's Little Black Bear Reserve. He has managed an irrigation and mixed farm project in Alberta and worked for Calgary's electric light division. Three years were spent with the Saskatchewan government before he joined the Federation of Saskatchewan Indians for a year's stint.

"That was the first time I had worked for an Indian organization and what I learned helps me now," he says.

...



Herb Strongeagle

Herb Strongeagle loves to give money away. But as a business services officer attached to the Economic Development Program for the Department, he also likes to make sure that the people to whom he loans the cash will be able to make their businesses work.

The 39-year old U. of Ottawa graduate from Southern Saskatchewan's Pasqua Reserve, cheerily spends his days at the Regina regional office pouring over business projects and preparing financial analyses which help determine if a project should be funded.

"I don't allow emotionalism in my work. I won't approve a loan to someone who can't repay because that will harm a person for getting future credit elsewhere. A lot of people don't understand that," he says.

Herb's favorite reading is not exactly risqué, but the *Globe and Mail* Business Section provides its own thrills for someone interested in financial matters.

Prior to joining the Department, Herb was employed by the Federation of Saskatchewan Indians.

...



Herman Blind

Herman Blind is on the lookout for hides—no discarded skin is safe. Herman, at 22, has been appointed the co-ordinator of the hide collection program aimed at finding 5,000 big game hides this year for the Saskatchewan Indian handicrafts industry.

The program is run by the Saskatchewan Indian Arts and Crafts Advisory Committee, which is funded by the federal government and sponsored by the province as well. The Dept. of Tourism and Renewable Resources in Saskatchewan has 39 checking stations scattered through Saskatchewan where hunters can sell their hides to the collection program. Herman is working with the province to try to establish 16 more stations.

"We set up this program because we felt that the people who work for the handicraft industry here were being ripped off by the big private outfits which were selling hides to our people at unfair prices. We sell them to handicraft co-ops for 90 cents a square foot after they've been tanned."

The program's budget is about \$35,000 which pays for tanning, trucking and buying hides and hiring personnel to buy hides in urban areas where there are no collection stations.

"This job gives my ego a boost," says Herman, who admits that when he left Gordon's Reserve at Pun-nichy, he knew little about Indian crafts but he learns quickly and is steadily becoming more expert.

...



## Manitoba



Deanna Lerat

For six and one-half years Deanna Lerat has had the cleanest hands of anyone from the Peepeekeesis Reserve in Saskatchewan. As an operating room technician at Regina's Pasqua Hospital she takes part in several operations a day, all of which require frantic hand scrubbings.

It is because she's so busy that Deanna says she doesn't have time to be depressed by what she sees. When she gets home, the 32-year-old mother immediately turns into a chauffeur for her brood of four active children aged 8, 9, 10 and 11.

"The influence in my home as I grew up helped me decide that I would be a nurse or a teacher. So I became a certified nursing assistant and then took an additional 15-month course to become an operating room technician." Her job requires her to assist doctors and circulate around the operating room under the instructions of graduate nurses.

Her work keeps her on her feet so, for relaxation, she sits and plays the church organ on Sundays.



Gerald Esquash

Flexibility and freedom to be involved in helping people are very important to Gerald Esquash, a Company of Young Canadians worker in Winnipeg.

In 1969 when the government was recruiting young Indian people into parole services, Gerald was among the first 50 to enlist. He received a nudge from a Department employee in Winnipeg and has been going strong ever since.

Upon successful completion of an eight-week corrections course, he accepted a position as Assistant Parole Officer for 18 months in Regina. His job involved case preparations, parole supervision and counselling and he also acted as liaison officer with reserves in the Regina area.

In July, 1972, Gerald became involved with Indian reserves on a wider basis as Assistant District Supervisor of Adult Education for the Department.

When the youth program was initiated at Indian Affairs headquarters, Gerald became the provincial co-ordinator in Winnipeg. In January, 1973, his fellow workers elected him to be chief co-ordinator in Ottawa. When the program was phased out in July, 1974, Gerald went back to Winnipeg with the Company of Young Canadians.

His job now is "to help citizen's groups to develop so they can meet their objectives." This fits in nicely with his personal ambition to "help my own people", because the Company enables him to participate with Indian groups in Winnipeg.

Gerald is a member of the Swan Lake Indian band, 110 miles southwest of Winnipeg.

La flexibilité et la liberté de s'engager à aider les autres comptent beaucoup pour Gerald Esquash, membre de la Compagnie des jeunes Canadiens à Winnipeg.

M. Esquash ne souhaite pas seulement aider les gens... il passe à l'action. En 1969, au moment où le gouvernement recrutait de jeunes Indiens pour les services de libération conditionnelle, il fut l'un des 50 premiers candidats. Un employé du Ministère à Winnipeg le mit dans la bonne voie, et il n'a cessé de progresser depuis lors.

Après avoir réussi ce cours, il est devenu un adjoint des services de libération conditionnelle à Régina (Saskatchewan), poste qu'il a occupé pendant 18 mois.

En juillet 1972, Gerald a occupé le poste de surveillant adjoint de district de l'éducation des adultes, pour le ministère des Affaires indiennes et du Nord, au Manitoba. Il a travaillé en étroite collaboration avec les chefs et les conseillers indiens afin de mettre au point des cours destinés aux adultes et des programmes de formation dans les réserves indiennes de la province.

Gerald est revenu plus tard co-ordonnateur provincial, à Winnipeg, du Programme de la jeunesse, inauguré par l'ex-sous-ministre adjoint des Affaires indiennes, M. John Ciaccia.

M. Esquash note que: "La mise en oeuvre du Programme allait assez bien au Manitoba au moment de ma nomination comme coordonnateur en chef du Programme de la jeunesse à Ottawa." Lorsqu'il a été abandonné en juillet 1974, M. Esquash est rentré à Winnipeg avec la Compagnie des jeunes Canadiens.

Il aide maintenant "des groupes de citoyens à s'épanouir afin de réaliser leurs objectifs." La possibilité de s'engager que lui offre la Compagnie des jeunes Canadiens correspond tout à fait à son ambition d'aider les gens de son peuple. Mais il aime surtout la flexibilité et la liberté que lui assure son nouvel emploi.

À son avis, son instruction lui a permis d'être efficace dans tous les postes qu'il a occupés. Et il déclare notamment: "Une bonne formation est nécessaire et s'obtient avec l'instruction et l'expérience." Gerald est un membre de la bande indienne de Swan Lake, située à 110 milles au sud-ouest de Winnipeg.



"I want to be a lawyer by the time I'm 30." Ambitious, aggressive and hard-working Marilyn Henderson works as a Counsellor for the Department of Manpower and Immigration in Winnipeg.

Marilyn, one of 14 children in her family, was formerly the Band Manager of the Fort Alexander band. Although she enjoyed her job with the band, she found it difficult to cope with internal conflicts. She "got the feeling Indian people resent you" when you seem to be advancing or in a position of authority. She left her reserve to find work in Winnipeg where she was employed on a Local Initiative Program grant for a while.

In 1972, Marilyn enlisted in a training program through the Department of Indian Affairs with the Manpower Department. In January, 1974, after a second attempt, she was "boarded" for a PM2 position



Marilyn Henderson

as a Manpower Counsellor. "I felt good about the interview", she said, and two weeks later she was a full-time counsellor. She works closely with the Unemployment Insurance Commission in a special job-finding and placement drive to find jobs for Insurance recipients.

Marilyn is still going to University and paying her own way. Last winter she took three courses and requires five more to obtain her BA in Political Science and Economics. When she gets her BA she would like to take a law degree.

...

For Ken Young, Manitoba's first Indian lawyer, education has indeed opened many doors including the opportunity to compete with the province's 700 other lawyers. He has all the self-confidence of an Indian person who has "made it".

Ken took his BA in Sociology and English at the University of Manitoba, and through all his studies has never lost the determination to help his people. To him this means getting involved as an Indian lawyer with the Indian people of Manitoba to liaise on their behalf with the courts and with governments at the provincial and federal level.

Right now he is working closely with the Northern Flood Committee which was formed by interested people to stop the Churchill-Nelson River Diversion and Lake Winnipeg Regulation Project which will flood many Indian reserves. Ken and the committee are informing the reserves



Ken Young

involved of what the project will mean to their homes and their land.

As Ken says, "We want to get Indian people to ask questions," and he sees himself acting on their behalf in an inevitable court battle.

It wasn't easy in law school competing against sons of lawyers and businessmen, but anyone can succeed, he says, through diligent studies and a lot of reading.

When he graduated from law school, he went to Carmen, Manitoba to article with the law firm of Wilson and Bedford. Since June, 1974 the firm has become Wilson, Bedford and Young.

About the future, Ken will continue to practise law and has plans to enter provincial politics. "I know of two or three ridings where I might win if I entered the race."

Pour Ken Young, premier Indien du Manitoba à devenir avocat, l'instruction a en effet ouvert bien des portes comme il s'y attendait.

Ken a fait ses études de baccalauréat en sociologie et en anglais à l'Université du Manitoba, à Winnipeg. "J'ai quitté ma bande en 1967 pour venir parfaire mon instruction à Winnipeg. Je ne suis pas retourné auprès des miens depuis, sauf pour quelques visites."

Ken nourrit l'ambition d'aider ses frères du Manitoba, c'est-à-dire de les représenter en tant qu'avocat indien auprès des tribunaux et des pouvoirs publics provinciaux et fédéraux.

Son travail au sein du Comité de protection contre l'inondation dans le Nord se situe au niveau de l'information. Ce comité se compose de personnes désireuses d'empêcher la dérivation de la rivière Churchill et du fleuve Nelson, ainsi que les travaux de régularisation du lac Winnipeg, qui inonderont de nombreuses réserves indiennes. Ken et le Comité informent les réserves en cause des effets qu'exercera ce projet hydraulique sur leurs habitations et leurs terres.

Comme le dit Ken, "nous voulons amener les Indiens à poser des questions".

Lorsque les autorités effectuèrent, en 1972 les études préalables au projet, il ne fut pas question des terres indiennes et nul renseignement ne fut transmis aux bandes indiennes dont les terres seraient inondées. Ken estime qu'il doit avant tout fournir de l'information aux collectivités indiennes et agir en leur nom dans l'inévitable conflit juridique que le projet entraînera.

Au sortir de la faculté de droit, Ken est allé faire sa cléricature à Carmen, au Manitoba, dans l'étude de Wilson et Bedford qui, depuis juin 1974, porte le nom de Wilson, Bedford et Young.

Pour ce qui est de l'avenir, Ken va continuer d'exercer sa profession tout en envisageant une carrière politique. "Je connais deux ou trois circonscriptions où je pourrais l'emporter."

...

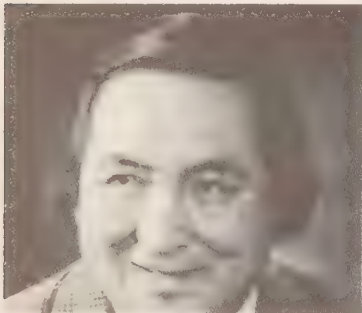


## Ontario

When things get out of hand and problems mount, one may be told to pull up his boot straps, but according to Clive Linklater, Vice-President of the National Indian Brotherhood in Ottawa, "most Indians haven't got any boots."

Clive, a member of the Couchiching Band from Fort Frances, attended residential school there and continued his education in Lebreton, Saskatchewan. He later attended Teacher's College in Moose Jaw, Saskatchewan and taught at Blue Quills Indian school near St. Paul, Alberta. He was also principal of a school on the Alexis Reserve in Alberta.

Before becoming Executive Director of the National Indian Brotherhood in 1973, he spent three years with the Community Development Branch in Alberta. In 1974 he was elected for a two-year term as Vice-President.



Clive Linklater

For Clive this is his first "political" experience. He believes it will take a lot of hard work for Indian people in Canada to achieve their goals. He says they have been made to feel incompetent when seeking to find jobs or further their education.

Their main problem, he feels, is their sense of "dependence", and this must be broken before they can advance. Clive uses the problem of alcohol as an example and states that "Indians will have to learn how to use it."

Clive believes in keeping in touch with the Indian communities on a personal basis. He visits reserves and discusses problems of all kinds with the people and tries to find solutions. He pointed out that "people quickly figure out what you are up to," and they know if you are sincere in trying to help. He believes in complete freedom, openness and honesty.

Above all Clive feels Indian people can and should be allowed to solve their own problems.

...

Mary Jamieson from the Six Nations Reserve enjoys her position as Acting Chief of Cultural Affairs for the Department in Ottawa, a job she finds both challenging and creative.

After studying journalism at Centennial College, Mary decided to look for work in Ottawa with the Department of Indian and Northern Affairs. She began as a summer student with Cultural Affairs, was promoted to Editor of *Tawow* magazine and later became head of the Literature Development section.

Among other challenges, Mary helps Indian writers find publishers for their manuscripts and provides assistance to yet-unrecognized Indian artists. Mary enjoys her job because it allows her the freedom to expand her creativity unlike college life which she found very stifling.

What she finds rewarding about her work is her involvement with Indian artists and the opportunity to



Mary Jamieson

learn first-hand what modern Indian art is all about.

Her ambition is to be an art and theatre critic and write for such magazines as "The New Yorker" or even the "New York Times."

Mary's advice for young Indians who aspire to a career or profession is that they spend more time obtaining practical experience in what they want to do instead of studying other people's experiences in the school system.

...

## Quebec Québec

Morris Isaac is individualistic in his beliefs and principles and strongly believes that you can't "expect support from people in important positions unless you stand up and fight." He doesn't believe in sacrificing individualism for the system. Even though this has hampered his own advancement, it didn't stop him from becoming Executive Director of the National Association of Friendship Centres in 1973 in Ottawa.

Morris is a Micmac from the Restigouche Indian Reserve in Quebec where he completed his high school education. He went on to study two years of Business Administration in a Montreal business college, took a course in Sociology and Anthropology at the University of B.C., and has completed two years towards his BA at Ottawa University. He has also completed six months training in film-making with the National Film Board in



Morris Isaac

Montreal and was a member of the first Indian film crew for the Board.

Mr. Isaac has held many positions including band councillor of his reserve, a writer and reporter for the Department of Indian and Northern Affairs, and a researcher for the Toronto Regional office. He has also been Student Director for the National Indian Brotherhood's Summer Student Program.

Morris feels strongly that the educational system of Canadian society is not geared to Indian needs and this makes it very difficult for Indian people to succeed. He also feels that the guidance counselling provided to Indian people through the Department is not adequate to meet Indian needs and when they go into the educational system they are not well enough prepared to survive it.

What he likes most about his present position is the opportunity it gives him to be involved in improving the native situation. Someday he would like to be a Member of Parliament.

...



"You can do many things, you can stand very straight and very well, anywhere in the world *so long as you know who you are.*"

This is the belief of 41 year-old Indian princess Alanis Obomsawin—singer, film-maker, educator and model.

For 16 years this talented entertainer has toured Canada bringing her traditional songs of the North American Indians to theatres, schools, camps, prisons and old people's homes.

She has not had an easy life and it took many years for her to develop the quiet confidence she now radiates. She left the Odanak Reserve when she was nine to attend school in Trois-Rivières.

Her experiences and her love for children plus a nagging concern that Indian youngsters do not learn enough about their own culture and people, led her to develop 'perception kits' for schools. Containing maps, films and recorded stories about Indian life, the kits are battling age-old prejudices. Often the narration is done by an old person on a reserve. Alanis believes because she was surrounded by wise old people when she was young she was able to grow up proud and without bitterness.



Alanis Obomsawin

Alanis Obomsawin, princesse indienne, est chanteuse, cinéaste, pédagogue et mannequin.

Elle a commencé à chanter très jeune alors qu'elle vivait dans la réserve d'Odanak, située à environ 75 milles au nord-est de Montréal. Pendant 16 ans, elle a parcouru le pays en chantant dans les théâtres, les écoles, les foyers pour personnes âgées, les camps et les prisons. Elle se servait d'instruments primitifs pour accompagner des chants traditionnels qui racontent l'histoire des Indiens de l'Amérique du Nord.

Alanis, âgée maintenant de 41 ans, a eu jusqu'à présent une vie bien remplie et elle estime qu'il est impossible de devenir vraiment quelqu'un si l'on ne se connaît pas soi-même. D'après elle, "on peut faire beaucoup de choses et se tenir droit, partout dans le monde, aussi longtemps qu'on sait qui l'on est".

Son amour des enfants et l'obstination avec laquelle elle soutient que souvent les jeunes Indiens ne sont pas suffisamment renseignés sur leur culture et leur peuple, l'ont amenée à mettre au point des "instruments de perception" à l'intention des écoliers. Des cartes, des films et des enregistrements de contes, qui portent sur la vie indienne et qui sont habituellement racontés par une personne âgée d'une réserve, forment cet ensemble d'"instruments". Il y a six ans environ, elle a réalisé son premier film qui traite des enfants indiens de la baie James, dans le nord de l'Ontario.

Alanis est aujourd'hui une femme grande et mince qui natte ses longs cheveux épais en deux tresses. Elle jette un regard très actuel sur le passé et l'avenir de son peuple, regard qui se manifeste aussi bien dans sa manière, très personnelle et révélatrice, d'aborder notre histoire que dans la vieille chanson qu'elle a présentée en rappel, lors de son passage au Centre national des Arts. Cette chanson raconte l'histoire d'un castor qui reproche à une femme de salir l'eau et le buisson. Selon Alanis Obomsawin, les anciennes religions et coutumes indiennes peuvent apporter beaucoup au monde moderne.

...

"Indians must demand the right to survive as a people by protecting and preserving their culture and their language," states Andrew Delisle, President of the Indians of Quebec Association.

Andrew has been active in the Indian movement for many years, both in the Association and as former chief of the Caughnawaga Indian Reserve in Quebec.

"My father and grandfather were chiefs and when I was young I went to a lot of meetings. I always heard about our rights and our treaties but when I asked what they were many people didn't know." Andrew has had time to find out.

At one time he was Chairman of the National Committee on Indian Rights and Treaties, a research organization with regionalized responsibilities. His research now centers on Quebec.

One of his dreams has come true in the form of full-fledged Indian police on Caughnawaga and St. Regis Reserves. Eventually he hopes to see a provincial Indian police force with jurisdiction in all Indian settlements and reserves.

In the future he would like to see Indian communities become more autonomous, much like Canadian municipalities. He thinks Indian people are entitled to make their own decisions in matters which affect their well-being.

Andrew Delisle and many Indian leaders like him are working hard to have Indian rights recognized.



Andrew T. Delisle



## Maritimes

Andrew Delisle, chef indien de la réserve de Caughnawaga, au Québec, est président de l'Association des Indiens du Québec, organisation influente appelée à préciser la place qu'occuperont les Indiens au sein de la société canadienne et plus précisément, de la société québécoise.

"Mon père et mon grand-père étaient des chefs indiens et, lorsque j'étais enfant, j'ai assisté à un grand nombre de réunions", dit M. Delisle.

"J'entendais toujours parler de nos droits et de nos traités, poursuit-il, mais quand je demandais aux gens quels étaient ces droits et ces traités, plusieurs n'en savaient rien. Je n'avais pas réussi à les découvrir, mais je me suis dit qu'un jour j'arriverais à le savoir".

Le chef Delisle a non seulement appris quels étaient les droits et les traités de ses semblables, mais il mène en plus une action concrète en ce domaine. L'Indien d'Amérique du Nord, par exemple, n'a que peu de droits dans son pays natal, mais cette situation tend heureusement à changer.

Le chef Delisle de la réserve québécoise de Caughnawaga a déclaré "qu'il était temps que les Indiens revendiquent leur propre gouvernement ainsi que le droit de prendre part aux décisions portant sur leur bien-être. Il leur faut obtenir le droit de conserver leurs terres qui représentent pour eux leur dernière emprise sur le continent. Ils doivent avoir le droit de protéger et de sauvegarder leur culture, leur langue et ils doivent recevoir un appui financier qui leur permette de perpétuer les traditions ancestrales. Il faut qu'on reconnaisse les droits qu'ils détiennent à titre d'autochtones".

"Comme les autres peuples, les Indiens veulent sauvegarder leur culture; on peut y réussir en ouvrant des écoles dans le Nord où l'enseignement leur serait dispensé uniquement dans leur langue maternelle".

"I want to help native people, so their rights will be protected," said Graydon Nicholas, a researcher/legal advisor with the Rights and Treaties Section of the Union of New Brunswick Indians in Fredericton.

Graydon was born on the Tobique Indian Reserve near Perth-Andover. He received his elementary and secondary education on the reserve and in Perth and, while his family lived in the United States for a brief period, he attended school in New Hampshire.

He received his B.Sc. in math from Saint Francis Xavier University, Antigonish, N.S. and a law degree from the University of New Brunswick. Graydon was admitted to the New Brunswick Bar Association in 1971.

He practised general, property and criminal law with T. E. Duffie, QC until the end of January, 1972 and obtained an acquittal in the first case he handled.

He has also worked with the Union of New Brunswick Indians in a court-worker program, counselling and defending Indians charged with offences.

Not able to obtain financial assistance, he had to work and save in order to attend Sir Wilfred Laurier University to obtain his Master of Social Work degree in 1974.

In the future Graydon will remain in the legal profession and continue to give assistance to Indian people. He is married and has two children.

Through his own experience, struggling in order to obtain a goal, Graydon can only advise one "to work hard and don't give up."



Graydon Nicholas

The Lennox Island Indian community on Prince Edward Island has had its own Indian health liaison worker since 1972 in the person of Marilyn Sark. She also serves as Band Welfare Officer.

Marilyn, who now lives in Tyne Valley, Prince Edward Island, was born on Lennox Island and received her early education on the reserve and at Miscouche, P.E.I.

In 1963 she received her B.Sc. (Nursing) degree from Mount Saint Vincent University, Halifax, N.S. Upon graduation she accepted a position with the Hillsborough Hospital in Charlottetown teaching psychiatric nursing and also taught surgical nursing in the Charlottetown Hospital until 1965.

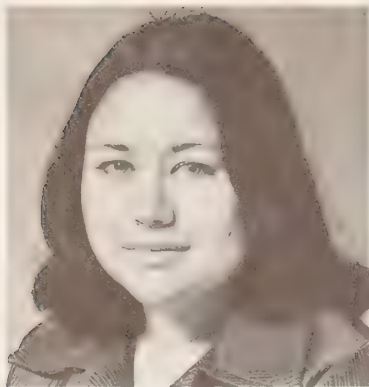
Nursing had always appealed to Marilyn and she quite naturally entered the profession. She believes one needs a truly sincere interest and a lot of determination to succeed in any profession or career. It takes a lot of hard work, especially in nursing where a deep understanding of human nature is essential.

Marilyn's husband is Lennox Island Band Chief Jack Sark and they have four sons.



Marilyn Sark





*Joan Gloade*

At 27, Joan Gloade, a member of the Acadia Indian Band in Nova Scotia, is already well on her way to becoming a leader in her province. An officer with the Nova Scotia Human Rights Commission, Joan is charged with liaising on behalf of Indian people and other minority groups in complaints of discrimination.

Joan was born in Halifax and received her early education in Eastern Passage and Dartmouth school systems before going on to Mount Saint Vincent University in Halifax to receive her BA in 1969.

From 1969 to 1971 she was a child care worker and in 1973 she obtained her Master of Social Work degree from Dalhousie University in Halifax.

Joan, a registered Indian, has never lived on a reserve and when she was taking her early education she accepted derogatory references to Indians in history without special question. When she later found out that she was an Indian she found it difficult to adjust to her new identity. She overcame this and her interest in Indian culture heightened.

Joan also became involved in establishing the first Indian Friendship Center in Nova Scotia and she is presently a member of the Board of Directors of the National Association of Friendship Centers.

...



*Stanley Johnson*

Stanley Johnson, a Micmac from Truro, Nova Scotia, is a busy man. It seems as though this has always been so. After his early education on the Millbrook Reserve, Stanley went on to earn a Bachelor of Commerce Degree from Saint Mary's University in Halifax.

Stanley's career has been varied; In 1969, he was the assistant superintendent of the Shubenacadie Indian Agency and became the first secretary-treasurer of the Union of Nova Scotia Indians. At the departmental offices in Amherst he was the regional financial officer until he took leave to work as full-time financial controller for the Union of Nova Scotia Indians.

In 1973, Stanley became district co-ordinator spearheading a task force to study the ways and means of establishing an Indian trust company. For those same months, and until 1974, Stanley was the economic development advisor for the Truro Band.

Since the summer of 1974, Stanley Johnson has been President of Abenaki Motel Limited. This project is an all-Indian development, scheduled for completion early this year. Budgeting for the motel complex under construction in Truro is 1.3 million dollars.

Stanley is an optimist whose advice to all is to "look through and above every frustration that comes up".

...



*Darrel Paul*

Since 1971 Darrel Paul, 26, a Micmac from the Kingsclear Reserve has been a regional local government advisor with the Department of Indian and Northern Affairs in Moncton, New Brunswick.

Darrel received his BA in 1970 from Saint Francis Xavier University in Antigonish, N.S. Upon graduation he accepted a position with the department in Ottawa.

Working in Ottawa was not very interesting for Darrel who missed meeting Indian people at a personal level. Although working for them, he seldom met Indians in his community affairs office at headquarters.

Darrel also felt alienated from people on his reserve who he thought were aloof because he worked for the federal government in Ottawa.

In 1971 Darrel moved back to New Brunswick for the department and now feels closer to his people. His relationship with former friends has improved and he finds his present job "very interesting and challenging". What he likes best is the "day to day contact with Indian people which was absent in Ottawa."

For the future, Darrel would prefer to stay with the department and hopes to advance to more challenging and important positions. Striving for a specific goal is important, he says, but achieving it requires hard work and dedication.

Darrel and his wife Marjorie have two daughters.

...





Wally Firth, M.P.

Wally Firth, MP for the Northwest Territories, represents Canada's geographically largest constituency, with 40,000 people spread across one third of the country's total area. But transportation is no problem: a licensed pilot, Mr. Firth covered more than 6,500 miles by air during his first campaign, visiting virtually every outpost in the riding.

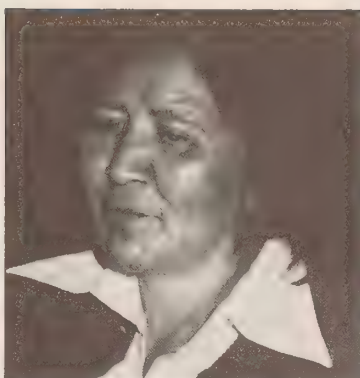
A bachelor, he was born in Fort McPherson on January 25, 1935. His paternal grandfather was a chief factor of the Hudson's Bay Company and it is after him that the Firth River was named. His maternal grandfather, known as Dinji Cho or "the Big Man", was a famous Chaudalar Indian leader.

Mr. Firth has had only two years of formal education and is self-taught. At 15, he began work as a trapper and hunter with the Hudson's Bay Company. Only three years later he was promoted to manager of the HBC store at Wrigley. He also managed the Arctic Red River store and was groceteria manager at Inuvik. In 1960 he became the first announcer for CBC radio in Inuvik. In 1962, he was a game officer in Fort Smith and in 1963 an announcer for CBC radio in Inuvik.

The Indian-Eskimo Association of Canada named Mr. Firth its executive secretary in 1968 and gave him his first office and secretary. He soon talked the Association out of this needless expense with the logic that "if you're gonna grow 'taters, man, you gotta be in the field." He bought an airplane and spent his time travelling to get first-hand knowledge of conditions in the territories.

Mr. Firth was elected to a second consecutive term of office on July 8, 1974.

As an MP he regards ecological preservation and upholding aboriginal rights as his top priorities.



Edith Josie

Edith Josie is living history, instant communications. Her newspaper columns, "News from Old Crow" are reprinted by dozens of North American newspapers and read and loved by thousands.

Edith is a 48-year-old Loucheaux Yukon Indian lady whose simple skill of mixing Loucheaux phrasing with English words has resulted in a poignant and amusing prose blend that states her thoughts and reflections on her people and incidents of the times.

There is an irony. Edith Josie writes her columns for papers in Edmonton, Whitehorse and Fairbanks. She has been the subject of a two-page spread in *Life* magazine and a CBC documentary; her readership is continent-wide but it is still a struggle for her income to match her children's needs. Despite the popular reception of a book of her columns, "Here are the News", the royalties have been minimal. It has been said that "journalists never get rich writing for Canadian newspapers".

Perhaps the growing cult of Edith Josie fans can reverse that opinion as Edith herself would like to reverse the trends of progress; "I would like to see the old ways come back", she says.

*Excerpts from the columns of Miss Edith Josie;*

"Old Crow Mushers they always travel with dog team every day... So they really have a good mushers in Old Crow.

The Old Crow is so small town even that they sure make good time for the Christmas and New Year.

Poor Miss Josie never rest and work for his house inside and outside work both. And write the news and answer all the letters she get. She like to write so she don't mind to write..."



Willy Thrasher

Willy Thrasher is a young man with a dream. His dream is towards a wider knowledge and understanding of his people; the Eskimos of Aklavik and Inuvik in the Northwest Territories. His vehicle for reaching his dream is the music of his people and his own role in the research of the old songs, the writing of new songs, and his performance of them all for his rapidly growing public.

Willy came 'south' three years ago to work with the department in Ottawa. In addition to his office labours, Willy has found time to translate centuries-old legends for his songs and perform in concerts in Montreal and at Ottawa's Le Hibou one of the most popular homes of contemporary music in Canada.

Willy's first record, *The Willy Thrasher Album*, will be produced in Montreal early this year. Willy has written seven songs for his album, raised the money to record it and even designed the cover.

This young man with a dream isn't sitting and dreaming, he is working hard to help the dream along.





Indian and  
Northern Affairs

Affaires indiennes  
et du Nord

Indian Affairs

Affaires indiennes

Ottawa, K1A 0H4, Canada



Canada  
Post

Postes  
Canada

Bulk  
third  
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Enveloppe  
troisième  
classe

K1A 0S7  
Ottawa

## Businessman's Notebook

## Carnet de l'homme d'affaires

*Beyond Glooscap*, a 11-minute colour and sound 17-minute film was produced by Procca Productions in Toronto for three Maritime Indian groups. Chief Dan K. Browns of the Eskasoni Reserve proudly reflects upon the success of the band's new business enterprise, Ojibwa Farm. Aiding in the band's development, the Miikwac Village of Eskasoni, began to realize their first profits in 1976.

Also featured in the film is Jim Mallory who operates a karate school in Halifax and is well on his way to opening a similar school in Toronto. He was the first Canadian awarded a black belt in Judo by Karate in the U.S.A.

### *Beyond Glooscap* premier

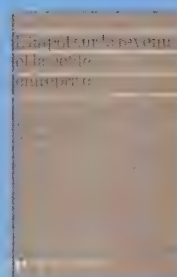
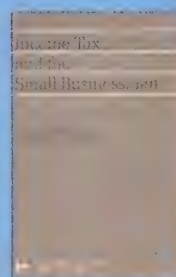


Alfred Naryin, former chief of the Eel Bar Reserve is a business man who owns his own logging tract. Besides providing an insight into logging as a business, his band also operates the successful Thunderbird Co-op known for its colonial-style furniture and Miikwac handicrafts. The band's native dance troupe is also featured.

Although basically concerned with economic development activities in the Maritimes, the business principles described could be applied on Indian reserves anywhere in Canada. The film describes in detail the concerted efforts of Indian people, individually and collectively, to enhance their economic status.

A French version of *Beyond Glooscap* is now in production and should be available in Spring, 1975.

Une version française de "Beyond Glooscap" est en préparation et devrait être disponible au printemps 1975.



"Income Tax and the Small Business" is a new information booklet issued by Revenue Canada, Taxation. The self-employed person setting up a business will find in it valuable basic knowledge regarding federal income tax.

"L'impôt et la petite entreprise" est une nouvelle brochure d'information publiée par Revenu Canada, Impôt. La personne travaillant à son propre compte qui s'établit dans un commerce y trouvera des renseignements valables de base à l'égard de l'impôt fédéral sur le revenu.





Indian and Eskimo Affairs Program  
**Economic Development**

Programme des affaires indiennes  
et esquimaudes  
**Promotion économique**

# IdeasIdées



A business newsletter for the Indian and  
Eskimo Community

Volume 2 Number 3 Autumn, 1974

Bulletin d'affaires pour la collectivité  
indienne et esquimaude

Volume 2, numéro 3, automne 1974

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## Ideas / Idées

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Editor Lois A. Wraight  
Editorial Advisory Committee W. Brant, F. R. Goodleaf, T.A. Nahanee  
Design Gottschalk + Ash Ltd.

Please address all correspondence to the Editor, *Ideas*, Room 630, 400 Laurier Avenue West, Ottawa, Ontario, K1A 0H4, Telephone (613) 995-8603. Editor—Lois A. Wraight

*Ideas* is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Judd Buchanan, Minister of Indian & Northern Affairs.

Cover *Building up a good, healthy herd is a major factor in the success of Bill Brant's growing dairy farm. (Story on page 2).*

1 *Bill and Marilyn Brant.*

## You Have to Really Like the Work...

Young, aggressive and ambitious, Chief Bill Brant, at 33, is a successful dairy farmer on the Tyendinaga reserve in southern Ontario, a rare breed of man in a province where 200 dairy farmers leave the business every year.

There certainly is money to be made in this field, but, Bill maintains he is more interested in the self-satisfaction gained from knowing that his enterprise has been built through his own hard labour. Working hours often extend through 17 or 18 hours a day during planting and harvest time, but Sundays are kept free except for essential chores.

Brant's 238-acre farm is planted mainly with mixed grains and corn to feed his 70 head of cattle of which 50% are pure Holstein. All grains and corn are used to feed the cattle, but usually the home-grown feed only lasts through October. This year he has increased the acreage in the hopes that it will last longer. After the supply runs out, Bill must purchase feed at \$150 a ton, almost a 50% increase over last fall's price of \$85 a ton.



Although heavy rainfalls in southern Ontario this year have greatly reduced planting on local farms, Bill managed to put in 40 acres of corn and 25 acres in barley and oats. When the harvest is reaped in the fall, the grains are taken to the local granary where they are made into feed and supplemented to bring up the protein count.





Success has come fast but not easy to Bill who has been a full-time farmer for the last three years. He had been a part-time farmer since 1967 when he and his wife, Marilyn purchased land from her uncle. The farm was completely run down and the only facilities were a barn, a milking shed, a garage, a house with no indoor plumbing and 163 acres of land, mostly covered with shrubbery.

It has been a long, hard climb for Bill who left school after Grade 10 first to work on his mother's farm and

then to attend a two-year course at the Kemptville Agricultural School. Of the School, he says, they teach you a lot, but in practical terms he cannot afford to implement their ideas. Money wasn't easy to come by, especially before 1967.

"Although the Department has a number of great programs, most of them are not known by the Indian people at the reserve level," according to Bill. Until 1967, Brant had never heard of the revolving

herd provided by the Department, and when he did apply, he was informed that the program was there alright but there was no money in the budget.

After two trips to the Regional Office in Toronto, and one to Ottawa, he was asked by department officials to draw up a five-year plan for his dairy farm operation. He was asked to draw up what barn and hay facilities would be required, what machinery he would need and where he expected to be in five years. His rough estimate came to \$50,000. The Revolving Loan Fund at that time only allowed an Indian to borrow \$10,000. Today he has realized his five-year plan, but mostly through his own efforts and determination with some funds from the Department.

The Department eventually provided him with 10 purebred Holsteins on loan for a short period and these were passed on to another Indian farmer. He received a loan of \$7,000 from the Revolving Loan Fund at 6 $\frac{1}{4}$ % in 1967 some of which went into the purchase of the 163-acre farm, a milk-house and two herds amounting to 30 mature cattle. He culled them and retained only the best and eventually purchased ten more. That year he began shipping milk from 17 of his herd.

Both Bill and his wife have had to work at jobs and farm at the same time. Marilyn taught at the reserve school for a few years, and Bill worked for the Department of Highways for four years to make extra money to put into the farm. To obtain his original loan from the Department, assignments were placed on his wife's wages as well as on the operation itself. The new Economic



Development Fund, he says, is definitely an improvement over the old Fund.

But there is more to farming today than just plowing the fields and



*1 Chief Bill Brant, despite his busy life has managed to find time to act as a member of the IDEAS' Editorial Advisory Board.*

milking the cows. Bill has become a jack-of-all-trades from plumber to carpenter and book-keeper to mechanic. In 1968 he built a gravel roadway to his house, and extended the east side of the barn to house the calves and store hay. The following year he built a lean-to silo and renovated the old barn. In the future he hopes to build a tower silo and sometime a new house.

Two years ago he purchased an additional 75 acres from a friend which he uses for zero-grazing, a farm term which means he cuts the grass and brings it to the cattle instead of putting them to pasture. He has also built a horizontal silo out of his own funds for \$2,500 and is now extending the west side of the barn with a loan from the Farm Credit Corporation.

He estimates his operation is worth at least \$80,000 today and this includes two tractors and two plows, both operated on diesel; another saving to a farmer who has watched prices rise steadily since 1967.

Today Bill is classified as an industrial shipper which means the milk from his farm is used for cheese, yogurt and ice cream products. This year he hopes to enter a program of "graduated entry" or what is commonly known as a fluid shipper. The high costs of setting up the facilities to meet the higher



standards required by fluid shippers have held him back, but he is steadily building up his farming operation.

Bill claims it takes a special type of person to be a farmer, and when you look at the frustrations and the hard work, you tend to agree. After seven years of manual labour in the fields, on the barn facilities and storage silo he has finally reached





through the Federal Department of Agriculture. All of his financial statements are kept on computer. Monthly records of all transactions are sent to the Corporation which issues a monthly computer statement and one for the year.

Bill has also joined a herd improvement program which will tell him how much each cow has produced for the year. Through this method, he will be able to improve their output and his business by adjusting their diet.

Two sources have contributed substantially to assisting Bill in his farming operation—Farm Credit Corporation and the Provincial Department of Agriculture. Marilyn feels that whenever they require expertise, they can call the Department of Agriculture in the area for advice on anything from soil-testing to how to improve their operation. The Department of Agriculture also sends a monthly bulletin to farmers to keep them informed of the latest developments in farming. Bill also subscribes to many farm journals and other literature on agriculture in general.

What Bill likes most about farming is that you are "a lot closer to everything out in the fields. You have a lot of time to think and you appreciate everything more. Sure it's a lot of hard work, but you have the satisfaction of knowing that everything belongs to you."

Today Bill has 25 cows supplying milk and this he hopes to increase to 35 in the next few years. Although he didn't mention how much this means in terms of income, he did state that if you had 50 cows milking, it could be worth \$4,000 a month.

the stage of levelling off. All of his wages, his wife's wages and the money from the sale of milk have been put back into the farm but they have the satisfaction of knowing that in the end they will have a successful business. Seven years ago they had nothing but a dream, and today their operation is worth \$80,000.

You're not really your own boss in this business according to Brant. The milk inspectors come and check the milk house and tell you what kind of equipment to buy. Pe-

riodic checks are made on the bacteria count of the milk. Every month the veterinarian from the Eastern breeding unit which provides artificial insemination services to dairy farmers in the area comes to check the cattle.

Record-keeping is an important part of the dairy farming business according to Bill. For loans or other types of financial assistance accurate records are an asset so Bill uses the Can-farm system provided





## ***Lindy Louttit Story***

Lindbergh Louttit (everyone in the Cochrane Ontario area knows him as Lindy) lives up to the image most Southern people have of the typical Northerner. Big frame, husky, hands like ham hocks, yet Lindy laughs a lot and is always smiling.

A true outdoorsman, he would prefer to fish, hunt, call geese or moose or fly his DeHavilland Beaver rather than stay in the office and watch the profits from his highly successful tourist operation continue an impressive climb.

Lindy, a member of the Albany tribe, has realized a dream he and his wife Doris have had since the 1960's—to own their own business.

"A while back, I think it was in 1971, I heard from some Indians in Moosonee that the Department of Indian and Northern Affairs was making money available for worthwhile projects. That was when we thought we might have a chance to start this," he smiles, gesturing with a sweep of his arm to the base camp of Lindbergh's Hunting and Fishing Air Service Ltd.

Base camp, consisting of a combination office/home, a floating dock, a parking area, some supply

sheds and a silver refrigerator box car on blocks, lies on the shore of sapphire-colored Lake Lillabelle, some four miles north of Cochrane on Highway 579. This base camp is the jumping off point to the eight, soon to be eleven, camps located northeast of Cochrane.

The closest camp is at Inglis Lake, about 30 miles away while the furthest camp, 120 miles from base, is on the Kesagami River. The other camps are about 70 miles from base camp and are located on Lake McParlon, Lake Edgar, Nettogami Lake, Little Kesagami Lake, the Nettogami River and Lake Kattawagami.

To keep up with the increasing numbers of fishermen and hunters who want to book his package weeks (he only sells one-week packages), new camps are currently being hewn from the bush at Detour Lake, Lake Agaskagou and one lake as yet unnamed.

"The package weeks, which go for as low as \$125 per person for a week of Walleye and Northern Pike fishing are quite complete," points out Lindy. "Each of the camps offers a 24 x 24 foot, two bedroom log cabin, made from hand-hewn spruce logs felled close to the site of construction. Local Indians, working in the winter, built these cabins to our design, skidding the logs and moving other construction materials with snowmobiles. We don't have any heavy construction equipment," says Lindy, his eyes lighting up as he describes just how complete a "complete package" can be. "We provide one aluminum 14 foot boat for every two persons in the party and offer for rent, at additional cost, motors and gasoline. Each camp is fully equipped with linen, cooking utensils, cutlery, wood stoves, propane gas refrigerators, lights and outdoor barbecues. All cabins are fully screened to keep out the bugs as well. All the customer has to bring is the groceries and his fishing or hunting equipment."

Because the camps are accessible

1 How do you store the results of the hunt for customers when they go after moose, bear and deer? Doris and Lindy have an economical solution. They purchased a freezer box car from Ontario Northland, removed the wheels and plan to install a modest compressor to turn the railway car into one huge freezer.

2 "The most unpleasant part of the job is flying out the garbage from the camps," says Lindy, "particularly when the bags rip and the cardboard cartons dissolve in your hands."

3 Smiling and with good reason, Doris Louttit makes the entries for the day in the ledger. This year they expect to have over 500 customers. The company is currently running well over the estimated profit figures included in their submission to the Department of Indian and Northern Affairs.



only by air, they are equipped with two way radios. A central radio at base camp monitors all camps from dawn to dusk should an emergency arise or extra provisions be required.

Last year was a boom year for the company, according to Doris Louttit. As the official Secretary-Treasurer of the company in charge of keeping the books and managing the office (Lindy is President), she says that over 450 customers checked into the camps. Indications are that this year they will have over 500 customers. They may have to increase their full-time staff of six as well as their part-time staff.

"Sometimes we have so many customers that we have to put them up in tents," she comments. "If you are a regular customer, and we have a lot of repeat business, you would have to book a year ahead to get a

The aircraft, built in 1955 and completely rebuilt just four years ago, was purchased from White River Air Services, one of Lindy's old employers. With the cost of an engine rebuild around \$10,000 with one required every 1,000 hours of flying time and insurance on the camps, aircraft and property costing \$6,000 a year it takes considerable skill to keep the many hidden costs down.

"The most unpleasant part of the business is the garbage," grimaces Lindy. "Because everything has to be flown in, we also have to fly the garbage out. Sometimes the plastic bags break when we unload at the dock. Cans, bottles and plastic containers have to be picked up regularly while paper garbage is burned in the camp wood stove. We fly from one to three garbage flights a week, depending on the number of customers."

Because the company has a restricted flying licence, they can fly only to the camps. This, says Lindy

and construction companies in the area, the town of Cochrane, the Department of Indian and Northern Affairs and from tourists who wish to fly to places other than his camps.

"With our 3,600 foot gravel runway on the other side of the lake, we would have no problems in accommodating another aircraft or two," he smiles.

By giving him charter dollars, the unrestricted licence would allow him to smooth out the bumps of what is a very cyclical business. In winter, when they may have only 100 customers for ice fishing or hunting, the company could fly charter for mining companies.

In contrast, peak periods are from June to mid-July, and from September through October when they get 70 per cent of their customers for the year.

Lindy Louttit probably would have wound up with a tourist operation similar to his present setup sooner or later as the many facets of his background point to flying and the wilds.

Born in Attawapiskat on the shores of James Bay, he was brought to Moose Factory for schooling. After primary school, he trapped, logged, worked in a sawmill, laid railway tracks, was a lineman and worked on construction.

His love for flying materialized when he cooked for the personnel of the Austin Airways Ltd. base at Moosonee. During nine years with the company, he worked up to crewman, earned his commercial pilot licence and flew for the company. He then worked for White River Air Services for four years, followed by a year at Georgian Bay Airways. Included in his flying history, was a stint as manager of a base for Laker Air Service, looking after a Beaver and a Cessna. Managed by Lindy and his wife, this position groomed them for their future role as man-



certain camp at a certain time. Standard reservations have to be booked about four months ahead although we can often squeeze in a customer due to a cancellation."

It is a tossup as to whether Lindy considers base camp or his 400 h.p. DeHavilland Beaver the heart of his operation. The Beaver is used to fly customers, equipment and provisions in and out of the camps and represents the largest portion of money injected into the business to get the venture going.

with his fingers crossed, will be changed when and if his application for an unrestricted licence is granted by the Ministry of Transport. Such a licence would allow him to fly charter in the area and perhaps might mean the addition of an extra aircraft and pilot.

In preparing their application for the Ministry of Transport, they gained the support in writing of the Indians along the coast, the mining



## An Easier Line of Work...

agers and owners of their own business. All they needed was a break.

### *How the dream materialized*

Experience and ambition on their side, all the Louttits needed was a break in the form of a backer who had as much faith in their proposed venture as they did.

They were contacted by the Department of Indian and Northern Affairs and asked to come to Toronto to discuss the venture.

"We went and talked about our hopes. They told us what would be required before the business could be discussed further," recalls Doris.

"We had to prepare a three year projected profit and loss and other financial statements. We also had to prepare a very detailed list of one-time startup costs as well," she says.

"We sunk all of our money into the property on which base camp sits," smiles Lindy, "but we did the right thing. In August of '72, the Department decided to lend us over 99 per cent of the money needed to get our business operational. We didn't have to have any equity as they took equity as we bought the equipment, all of which is in the name of Her Majesty, the Queen, until the loan is paid for."

"Although the Department said they would check our progress on a regular basis," recalls Doris, "they were up only once and were so impressed with our growth that they have not been back in one year."



At 57, Edgar Bear was looking for an easier line of work and invested his life savings of \$10,000 into the Gateway Motel at Haines Junction, Yukon Territory. It hasn't been that easy, but it certainly is more self-rewarding.

As one of the cleanest and best run motels on the Alaska Highway, the Gateway has proved to be a prosperous venture for both Edgar and his wife, Lillian. Each year thousands of tourists from the U.S. and Canada travel the scenic route on their way to Alaska and you would personally have to travel the highway to know what a haven first-class accommodation is on the 1,000-mile stretch between Dawson Creek, B.C. and Fairbanks, Alaska.

For the last 20 years Edgar has worked as a heavy duty operator and foreman with the Yukon Territorial

Government, but the desire to become self-employed led him to a real estate agent. Arrangements were made for a one-year lease with the option to purchase the motel if it proved successful.

Local businessmen have been the only source of advisory service to the Bears. Although not originally assisted by the Department, the Economic Development Branch has been involved in purchase negotiations, long range projections and financial arrangements through the Indian Economic Development Fund.

Edgar and his wife have adapted readily to the operation although they have had no experience in this line of work. Like most small businessmen, Edgar has found his operation somewhat hampered by his lack of business management know-how. Accounting, paper work and cash control have proved to be major problems to the Bears, but all of this comes with experience and professional guidance.

Business training courses are planned for the future to help Edgar plan for an expanding enterprise in a land where tourist traffic is heavy, competitors are few and good accommodation is unique, unexpected and appreciated.



1 Interior of one of the motel rooms.

2 Gateway Motel, Haines Junction, Yukon.



## Reserve Real Estate

Many Indian Reserves are suitable for profitable real estate developments. A number of Bands have already carried out such developments and many others have projects in various stages of research and implementation.

Real estate developments where feasible, can bring many benefits to a Band. Such benefits may include revenues from leases, opportunities to establish service industries and the creation of jobs both during construction as well as afterwards in the operation of the enterprise.

The following list, which is by no means exhaustive, provides an idea of some of the forms which real estate developments may take:

- Commercial shopping centres
  - Band service centres
  - Office buildings
  - Residential sub-divisions, single and multi-family dwellings
  - Industrial parks
  - Tourist resorts including ski and beach areas, marinas and golf courses
  - Hotels and motels
  - Stores and service stations
  - Cottage developments
  - Trailer parks and campgrounds.
- If your reserve is suitable for one of these developments there are many sources of assistance available to help you make it a reality.

### Market Research

This is a key factor in the success or failure of any business venture, particularly in the real estate field. The Department can contribute towards the cost of approved feasibility and planning studies carried out by accredited consultants.

### Land Administration

Once the feasibility of a proposed development has been established, many questions of an administrative

and legal nature will arise. These questions may include the clearance of land titles, development planning, building regulations, legal surveys and land descriptions, drafting and approval of leases, and others. The Department can assist the Bands in obtaining administration assistance and legal counsel as required.

### Company Formation

Upon request, the department can advise bands regarding the formation of a company to develop and manage a real estate development. The department can also help in arranging for any required professional assistance.

### Financing

If cost estimates show that a proposed real estate development is feasible, financing is the first requirement. Financing may be available from a variety of sources depending upon the type, size and location of the proposed development.

Financial sources may include:

- Loans from the Industrial Development Bank.
- Loans from Chartered Banks, mortgage companies, trust and insurance companies, pension funds.
- Loans from provincial development corporations.
- Development grants and incentives from federal and provincial agencies.
- Loans and contributions from the Department.

Assistance is available, if required, to help Bands in negotiating and obtaining finance for their developments.

### Project Management

Good management is the basis of good business. The Department can arrange for the training of selected

Band members for project management, and can also contribute towards the cost of obtaining an experienced manager to advise and help the Band during the initial stages of development.

### Promotion

Promotion is an important aspect in the success of most real estate ventures. The Department can contribute towards the cost of approved promotional programs and assist in evaluating their impact on the market.

### Real Estate Development Seminars

The Department will hold seminars from time to time in the various Regions to discuss techniques and to exchange ideas.

### Information Material

A variety of material will soon be available from the Department to assist you in developing the real estate potential of your reserve. This material will include the following:

- Motion Pictures: A number of films are available to show you some of the more important real estate developments. The series includes a ski centre, a motel, a band service centre, a cottage and beach development.
- Filmstrips: Filmstrips are being prepared to show you step by step how major Indian real estate developments were carried out. The series will include a Band service centre, a housing development, a cottage development.
- Business Development Aids: Booklets are available to advise you in selecting and starting service industries such as laundromats, supermarkets, bakeries, beauty salons, barber shops and service stations.

### How To Apply For Assistance

All applications for assistance should be made to your nearest Indian Affairs Office. Arrangements will then be made for professionally qualified personnel to visit your reserve and discuss your project.



1 Former Minister of Indian and Northern Affairs, The Hon. Jean Chrétien at the ground-breaking ceremonies of a major real estate development project.



### *Nicola Valley*

In 1971 five Bands in the Merritt, B.C. area (Lower Nicola, Upper Nicola, Coldwater, Nooaitch and Shackan Bands) formed the Nicola Valley Indian Association to centralize the Administrative Services required by the five Bands. It soon became obvious the Association would require their own premises. The Association decided to locate off the reserves and purchase land in downtown Merritt and are presently constructing an attractive office complex. Besides having the Association's office in the building, space has been rented to several non-Indian tenants, including a bank.

In addition to owning one of the finest office buildings in Merritt, three Indians will have full time jobs looking after its care and maintainance.

### *Sarcee*

The Sarcee Band on the western outskirts of Calgary is developing an 18 hole, par 72 golf course on their Reserve. It is the first phase of a large housing development which the band hopes to build in the next few years.

Started in 1973, the first nine holes should be ready for play this fall and the full 18 holes will be open in late 1975. The course is attractively located on the edge of the Elbow River in the shadow of the Rocky Mountains and will be one of the most scenic courses in Alberta.

Chief Gordon Crowchild is sure the course will attract many enthusiasts from Calgary, where there is a shortage of good golf facilities. The golf course and the visitors it draws to the area will help market the building lots to be created in the second phase of development.

### *Musqueam Enterprises Ltd.*

The Musqueam Band in Vancouver, B.C. has a successful housing development on the reserve, but it has taken hard work and learning by experience to reach success.

The Musqueam reserve is located on the sunny southern side of Vancouver adjacent to the Fraser River.

All around the reserve, the City of Vancouver has been expanding for the past decade. The late Chief Williard Sparrow had the idea several years ago of capitalizing on the economic value of the Band lands and to use the income to pay for other Band projects, such as quality housing for band members.

In 1968, the Band hired a development manager and plans were drawn up for sub-dividing the 50 acre site. Numerous problems were encountered including the desire of the City of Vancouver to tax houses to be built on the land; eventually this was satisfactorily resolved by the Band's agreeing to the City taxing properties in return for the City paying 50% of the cost of installing the roads, sewers, etc., which amounted to about \$500,000.

Any real estate project requires that large amounts of money be spent before any income is realized and the Musqueam project was no exception. Fortunately, the Band found a contractor willing to install all the services without payment until the work was completed, provided the Department guaranteed the funding. This was done and the project got underway.

The first phase of the Salish subdivision was for 136 fully serviced lots of about 9,600 square feet each. The land was surrendered and the company marketed the leasehold interest in the land for 99 years. Homes have been constructed which sell for from \$75,000 to \$150,000. Adjacent to these lovely homes, which are all occupied by non-Indians, is Musqueam Village where 40 new quality homes have been constructed for Band members, complete with full

services, paved roads and large lots.

A second phase of the Salish development is being completed. "It has been much easier" says John Brampton, the Band's present development manager, "because we learned from problems encountered in the first phase". Chief Delbert Guerin says the company is about to start an eight acre multiple housing development and expects no problem marketing it, thanks to the booming realty market in Vancouver.

The Musqueam Band was one of the first in the country to successfully realize the economic potential of its land holdings and is now seeking ways and means of investing its substantial income.

## ***Entreprises immobilières dans les réserves indiennes***

Nombre de réserves indiennes se prêtent à la construction immobilière. Certaines bandes ont déjà réalisé de telles entreprises et plusieurs autres ont des projets à divers stades de recherche et d'application.

La construction immobilière, lorsqu'elle est possible, peut profiter beaucoup à une bande. Les avantages peuvent comprendre la valeur locative, l'occasion d'établir des industries de service et la création d'emplois pendant la construction aussi bien qu'à l'étape de l'exploitation.

La liste suivante, certes non exhaustive, donne un aperçu des formes que peut prendre la construction immobilière:

- centres commerciaux
- centres de services des bandes
- édifices à bureaux
- quartiers résidentiels, logements unifamiliaux ou multifamiliaux
- parcs industriels

1 Scale model of the building to be constructed by the Nicola Valley Indian Services Association in Merritt, B.C.

2 Architect's sketch of the office building to be built in Merritt, B.C. by the Nicola Valley Indian Services Association.





- aménagements touristiques tels des centres de ski, des plages, des ports de plaisance et des terrains de golf
- hôtels et motels
- magasins et stations-service
- construction de chalets
- parcs de roulotte et terrains de camping.

Si votre réserve convient à une de ces entreprises, de nombreuses possibilités d'aide s'offrent à vous.

### *Étude de marché*

L'étude de marché constitue le facteur clef du succès ou de l'échec de toute entreprise, notamment dans le domaine immobilier. Le Ministère peut assumer une partie du coût des études de praticabilité et de planification approuvées, lorsque celles-ci sont confiées à des experts conseils agréés.

### *Gestion des terres*

Une fois établie la praticabilité d'une entreprise projetée, de nombreuses questions administratives et juridiques se posent. Il peut s'agir de vérifier les titres de propriété, de planifier les travaux, d'identifier les règlements de construction applicables, de procéder à des levés réglementaires et à la description des terres, de rédiger et d'approuver les baux, et bien d'autres choses. Le Ministère peut aider, au besoin, les bandes à obtenir de l'aide administrative ainsi que les services de conseillers juridiques.

### *Mise sur pied d'une compagnie*

Sur demande, le Ministère peut conseiller les bandes relativement à la formation d'une compagnie dont le but est de mettre sur pied et d'exploiter une entreprise immobilière. Le Ministère peut aussi aider à obtenir toute l'aide professionnelle nécessaire.

### *Financement*

Si les prévisions des coûts démontrent la praticabilité de l'entreprise

immobilière proposée, la question du financement devient prioritaire. Selon le genre, l'ampleur et l'endroit de l'entreprise projetée, des capitaux sont disponibles sous forme de:

- prêts de la Banque d'expansion industrielle;
- prêts des banques à charte, des sociétés de prêts hypothécaires ou de fiducie, des compagnies d'assurance, des caisses de retraite;
- prêts des sociétés provinciales d'expansion;
- subventions et encouragements à l'entreprise de la part d'organismes fédéraux et provinciaux;
- prêts et contributions du Ministère. Les bandes peuvent également obtenir, s'il le faut, de l'aide pour négocier et se procurer les fonds nécessaires à leurs entreprises.

### *Gestion du projet*

Toute bonne entreprise repose sur une saine gestion. Le Ministère peut s'occuper de la formation de certains membres de la bande en matière de gestion de projet. Il peut également partager, avec la bande, les frais occasionnés par l'embauche d'un administrateur d'expérience chargé de la conseiller et de l'aider au cours de la période de démarrage de l'entreprise.

### *Publicité*

La publicité compte pour beaucoup dans le succès de la plupart des entreprises immobilières. Le Ministère peut fournir sa quote-part au titre des programmes de publicité

approuvés et aider à évaluer leur impact sur le marché.

### *Séminaires sur l'entreprise immobilière*

De temps à autre, le Ministère tiendra, dans diverses régions, des séminaires pour discuter des techniques et échanger des idées.

### *Documentation*

Le Ministère sera bientôt en mesure de vous offrir nombre de documents qui vous aideront à mettre en valeur le potentiel immobilier de votre réserve:

- *Projection animées:* plusieurs films ont été tournés pour vous montrer quelques-unes des entreprises immobilières les plus importantes. La série comprend des images d'un centre de ski, d'un motel, d'un centre de services de bande, d'un aménagement de chalets et d'une plage.
- *Films fixes:* des films fixes ont été réalisés pour vous montrer, étape par étape, les plus importantes réalisations immobilières de certaines bandes. La série présentera la construction d'un centre de services de bande, d'un ensemble d'habitations et de chalets.
- *Aides à la mise sur pied d'entreprises:* nous mettons à votre disposition des brochures qui vous guideront dans le choix et le démarrage d'industries de service telles les buanderies, les supermarchés, les pâtisseries, les salons de beauté, les salons de barbier et les stations-service.

### *Marche à suivre pour demander de l'aide*

Toutes les demandes d'aide doivent être adressées au bureau des Affaires indiennes le plus près de chez vous. Les mesures nécessaires seront alors prises pour envoyer des



professionnels visiter votre réserve et discuter de votre projet.

#### *Nicola Valley*

En 1971, cinq bandes de Merritt, dans la région de la Colombie-Britannique, (les bandes de Lower Nicola, d'Upper Nicola, de Coldwater, de Nooaitch et de Shackan) ont formé l'Association des Indiens de Nicola Valley afin de centraliser les services administratifs qui leur étaient nécessaires. Il devint bientôt évident que l'Association aurait besoin de ses propres locaux. Elle a donc décidé de s'installer en dehors des réserves et d'acheter un terrain dans le centre-ville de Merritt. Actuellement, elle y construit un bel édifice à bureaux. En plus d'y loger ses propres services, l'Association a loué des espaces à plusieurs locataires non indiens, dont une banque.

En plus de posséder l'un des plus beaux édifices à bureaux de Merritt, l'Association procurera ainsi à trois Indiens des emplois à plein temps de proposés à l'entretien.

#### *Sarcee*

La bande de Sarcee, dans la banlieue ouest de Calgary, aménage actuellement, au sein de sa réserve, un terrain de golf de 18 trous, à normale 72. C'est la première étape d'un grand ensemble résidentiel que la bande espère construire d'ici à quelques années.

Les premiers neuf trous, commencés en 1973, devraient être prêts cet automne et les dix-huit trous entreront en service à la fin de 1975. Ce pittoresque parcours est situé sur les bords de la rivière Elbow, à l'ombre des montagnes Rocheuses et il sera l'un des terrains de golf les plus spectaculaires d'Alberta.

Le chef Gordon Crowchild affirme que le terrain attirera de nombreux amateurs de Calgary, où il y a ac-

tuellement pénurie de terrains de golf. Le terrain de golf, en attirant les visiteurs dans la région, aidera à la commercialisation des immeubles qui seront construits dans la seconde étape de l'entreprise.

#### *Musqueam Enterprises Ltd.*

La bande Musqueam de Vancouver, en Colombie-Britannique, exploite avec succès une entreprise d'habitations dans la réserve, mais il lui a fallu travailler fort et faire son propre apprentissage.

La réserve Musqueam est située du côté sud et ensoleillé de Vancouver, sur les bords du Fraser. La ville de Vancouver s'est étendue tout autour de la réserve au cours de la dernière décennie. Il y a plusieurs années déjà, feu le chef Williard Sparrow eut l'idée de tirer profit de la valeur économique des terres de la bande et d'en utiliser le revenu pour financer d'autres projets de la bande, entre autres l'aménagement de logements adéquats pour ses membres.

En 1968, la bande engagea un administrateur d'entreprises et dressa des plans pour lotir 50 acres de terrain. Nombre de problèmes se posèrent alors. En effet, la ville de Vancouver avait l'intention d'imposer les maisons que la bande allait construire; cette difficulté finit par se résoudre de façon satisfaisante. La bande consentit à payer l'impôt foncier à la ville qui, en retour, défraierait 50% de la construction des routes, des égouts, etc., soit une dépense totale de \$500,000 environ.

Toute entreprises immobilière nécessite l'investissement de gros capitaux avant de commencer à rapporter; le projet de Musqueam n'a pas fait exception. Heureusement, la bande réussit à trouver un entrepreneur qui consentit à installer tous les services sans en exiger le paiement avant la fin des travaux, pourvu que le Ministère s'en portât garant.

Le Ministère y consentit et le projet fut mis en marche.

La première étape du lotissement de Salish visait 136 parcelles de terrain entièrement aménagées, d'environ 9,600 pieds carrés chacune. Le terrain fut cédé et la compagnie le loua à bail pour 99 ans. Des maisons y furent construites et elles se vendirent entre \$75,000 et \$150,000. Près de ces jolies maisons toutes occupées par des non-Indiens, se dresse le village de Musqueam, où 40 nouvelles maisons de bonne qualité ont été construites à l'intention des membres de la bande. Elles sont dotées de tous les services, de rues asphaltées et de grands terrains individuels.

La seconde étape de l'entreprise Salish est en voie de réalisation. "C'est beaucoup plus facile", de dire John Brampton, actuel administrateur de l'entreprise de la bande, "parce que nous avons acquis de l'expérience lors de la première étape." Le chef Delbert Guerin déclare que la compagnie est sur le point d'entreprendre l'aménagement d'un ensemble résidentiel de 8 acres, dont la commercialisation, devrait se faire facilement, en raison de la prospérité du marché immobilier de Vancouver.

La bande de Musqueam a été l'une des premières au pays à développer avec succès le potentiel économique de son fonds de terre et cherche maintenant de bonnes occasions d'investir les revenus substantiels qu'elle en tire.



## Indian Involvement has made it Successful...

"Indian involvement from the producers to the Board of Directors has made the Battleford Native Handicrafts Co-op Ltd., (BNHC), successful" according to Manageress, Mrs. Levesque.

While many small businesses across Canada face bankruptcy at an increasing rate every year, the Co-op has soared from a \$9,000 business in 1971 to a successful enterprise which this year may reach an all-time high of \$150,000 in sales.

Planning for profit has been the key to success for the Co-op. All raw materials are purchased in bulk. Leather alone is ordered in lots of \$7,000 to \$10,000. Another factor in the success of BNHC has been their corporate philosophy that all work must be of a calibre sufficiently high to reflect Indian crafts as luxury items.

The producers have been particularly concerned with keeping all Indian crafts traditional, although modern designs of slippers and apparel have not hampered their style. All designing is carried out in the shop with the approval of the Board of Directors.

Much of the work is done at home by over 200 producers living on 19 Indian reserves around North Battleford, Saskatchewan. At present there are 13 full-time Indian people employed with the business located on the outskirts of Battleford.

In 1971 when the business was located in a smaller shop in the heart of North Battleford, it was experiencing some difficulty partly because of the location and because all work was hand-crafted. Today they are becoming partially mechanized and sales in 1972 under new management shot from \$9,000 to \$53,000. Last year the business sold \$70,000 worth of hand-crafts to

retailers and wholesalers including Central Marketing Service in Ottawa. Their first priority, however, is to supply their own shop, a renovated service station which they purchased with the help of the Indian Economic Development Fund.

Among equipment presently being used to produce crafts right at the shop are a vamp machine, a cutting machine and a heavy-duty machine for sewing rabbit parkas and other apparel made from fur or leather. The Co-op also owns a chiver, a machine used for sheering sheepskin designed into their mocassins, slippers and mukluks. Beadwork is still done by hand.

Extensive training has been provided to over 100 women in the area through the co-operation of the Department of Manpower. The six week training courses included leather work and processing, traditional design, soap stone carving

and porcupine quill work. Only 8 women take the course at any one time to maximize their learning experience. Mrs. Levesque was careful to point out that no one should be misled by the types of courses offered to the women. She mentioned that after some of the ladies were introduced to porcupine quill work, they remarked, "Now we know why our ancestors gave it up for beads," and none of them to date has taken up this difficult profession of adorning apparel with quill work designs. The soap stone carving also did not catch on too well, but the women have certainly exceeded all limits in their leather work and beaded designs.

Mrs. Levesque estimated that at least \$54,000 has been paid directly into homes for the piece work supplied to the shop, and this figure may reach \$80,000 this year. Business has been coming along so well, that she does not foresee the Co-op requiring any further assistance from the Department.

For any Indian group wishing to set up a business on similar lines, Mrs. Levesque advises "come and live with us for one or two months and learn our operation first hand." One such group from Alberta has done exactly this and enquiries have



1 Attractively displayed wares of the BNHC.



2 Fine beadwork from the BNHC.

come from as far away as the Northwest Territories. Indian crafts, she maintains, are luxury items . . . they must be crafted and sold as such because no one is obligated to buy them. The increasing volume of sales is proof enough that tourists and Canadians appreciate high quality craftsmanship. Success isn't easy, she says, but it is possible in this business if you know your objectives and you plan a program of action accordingly.

The Co-op does more than produce Indian handicrafts. It has also been involved in researching traditional designs and applying them to patterns which give a modern look to the crafts. Sale of each item is also kept in line with modern prices to allow some profit to the producers. Everything is approached in a business-minded atmosphere from purchase of raw materials to production and marketing.

Asked why the business is located in the city instead of on an Indian reserve, Mrs. Levesque maintains that when selling retail it is more profitable to be in a city where the population is centred. If, however, your business is wholesale and comprises 70% out-of-province sales, the reserve is the more ideal location.

An advertising campaign amounting to \$4,000 annually has also contributed to the success of the business. This includes signs and radio and t.v. advertising. But, Mrs. Levesque says, they advertise only when the price is right. Cards giving the name and address of the business are handed out with each purchase; this also has made the Co-op

well known throughout Canada and the U.S.A.

What has the Co-op meant to the area? It has taken many Indian people off the welfare rolls and given them training in a field of traditional interest. Many of the trainees who have taken the Manpower courses through the shop refused to attend other courses because they felt they wouldn't learn anything. Now there are 32 waiting for the next course to be offered. When the opportunity arises, Mrs. Levesque sends them a letter to inform them what will be offered and when. When they have completed the course, they really know something and the business continues to prosper.

"The world market is wide-open for Indian arts and crafts" and this is the philosophy which helps the North Battleford Co-op increase its inventory and its sales.



*Signs promoting the BNHC are found on all the major highways in Saskatchewan.*

## ***Molson Lake Lodge ...back to the Bush***

Joe Paupanekis is from the Norway House Band in northern Manitoba. Until a few years ago Joe had worked as a labourer, a school teacher and, as a Civil Servant with the Department; always working for someone else. Joe finally decided that his best bet would be to seek self-employment within fields that really interested him. After working in many parts of Canada, operating a bombardier fleet and a school bus run, Joe started working on plans to launch himself into the rapidly growing tourist field.

By a stroke of what Joe readily admits was sheer luck and nerve, he and his brother, Teddy, landed a bus contract for transporting Norway House students. With this business solidly in hand, Joe, his wife and brother felt ready to start into tourism and approached the Department for backing with his plan to build and operate a prestige, fly-in fishing lodge on Molson Lake about 400 miles north of Winnipeg.

The wheels ground slowly, but surely. By 1970 with grit, back-breaking labour, a great deal of determination and a small transported sawmill plus the full support and encouragement of his family, Joe had cut the logs, split the timber and built the first cabin for Molson Lake Lodge . . . Complete with large dining hall, indoor plumbing and hand-crafted, comfortable bunks. Joe was ready with trained guides to receive his first paying anglers.

With the promotional help of the Department's tourism office and a booking agent working out of Chicago, Joe was able to book the first eight-man cabin from the moment it was ready for occupancy and he has been expanding ever since. The operation that was once handled by Joe, his wife, Teddy and a few guides has grown to accommodate 18 to 20 fishermen at a time. Joe now employs 12 to 14 guides, 6 cooks and kitchen



helpers, plus two or three miscellaneous workers to assist over the peak summer months. Already the dining hall has been extended and Joe plans to add more buildings and facilities as they are required. Joe continues to grow but, only at a rate that he feels he can manage and still provide the very high standard of service and accommodation that in four short years has become synonymous with a fishing holiday at Molson Lake Lodge. In time, Joe would like to build a series of 'out-camps' and staff them separately. He and Teddy have bought a small float plane and both of them have pilot's licenses. This would make it possible for them to service the new facilities and transport guests some distance from the main lodge.

The one-week package that is currently offered at Molson Lake includes a fly-in charter service from Norway House to the Lodge, cabins with daily maid service, great hearty breakfasts, suppers with fresh-baked bread and rolls, guide service and boats on a one-to-two ratio, shore lunches prepared and served by the guides, fish cleaned, fileted and packaged for transportation home. Most important to the anglers is that with all this holiday comfort and luxury the fishing in this remote lake is excellent. Trophy fish are pulled in by the hundreds every summer and no angler goes home without "all that the law allows" fileted and frozen for his flight.

Joe's clients are already 70% repeat customers. The present facilities are booked through 1975. With vision, sheer hard work and support from the Department, Joe has torn a good business from the dense northern woods. Many of the earlier problems and difficulties that Joe has met and overcome would serve as excellent 'how to succeed' examples for



operation, Joe has paid off his initial loans from the Department and is again negotiating with government representatives to proceed with the planned expansions. With the financial backing Joe should soon realize the first of his out-camps.

Joe Paupanekis has had the vision to see the potential for a good income from the land and its resources and



1 Teddy Paupanekis landing at Molson Lake Lodge.

2 Aerial view, Molson Lake Lodge.

anyone attempting to establish a similar operation so the Department is making a film about Molson Lake Lodge for release early this winter.

Interestingly, after the years of back-breaking work, Joe is very optimistic about the endeavour and says he would not hesitate to encourage others to join the field. Joe hopes eventually to have an operation that will support his family and employ more members of the Norway House Band on a year-round basis, expanding his activities over the winter. Now, after only three years of full

work towards fulfilling his dream of his own business doing the things that he knows and likes best as more and more the tourist and outdoors recreation need for facilities reach further and further into the remote areas of this country.

## ***Businessman's Notebook***

*Small Business Development Aids*

Reprints of the 'Establishing' booklets are now available. Titles include "Establishing Bakeries on Indian Reserves", "Establishing Beauty Salons and Barber Shops", "Establishing Convenience Stores and Supermarkets", and "Establishing Service Stations on Indian Reserves". The booklets provide standard operating data for businesses of various sizes and list sources of technical and financial assistance.

The Department is preparing a new brochure to assist operators of small businesses with management difficulties. The booklet, will be available in the late autumn. It will contain details for solving management problems and list the training resources available for assistance.



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Volume 2 No. 3 July - 1974

# ideas idées

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# SERVICE DE TRANSPORT MARITIME D'AHOU SAHT





# AHOUSAHT FREIGHT SERVICE



When the Canadian Transport Commission cancelled their subsidy to Northland Navigation, a company which provided weekly marine freight service between Vancouver and the coastal areas of British Columbia, it turned out to be a blessing in disguise. Instead of being left high and dry, the people of Ahousaht, a small fishing village of 400 people on the Marktosis Indian Reserve on Flores Island just off the west coast of Vancouver Island, got an unexpected break.

Gertrude and Edwin Frank, a pair of enterprising members of the Ahousaht Band looked at the situation, thought it over and decided to start their own marine freight service. Both Edwin and Gertrude brought years of invaluable experience to their new venture. Edwin had had twenty years experience handling the big west coast fishboats and Gertrude had gained commercial know-how as a social worker with the Department of Indian Affairs in the Ahousaht Band.

In July 1973, the Franks bought their boat, the M.V. Solander, a 56 ft. former drum seiner and began carrying freight from Tofino on Vancouver Island to Ahousaht and other locations on Kyuquot Sound. Their main cargo

consists of packaged goods, dead cargo and frozen foods.

Although the Ahousaht Freight Services Limited is wholly owned by Edwin and Gertrude Frank, they still receive a small subsidy from the Canadian Transport Commission. This subsidy, it should be noted, represents a substantial saving to the Canadian Transport Commission as well as the Canadian taxpayer when it is compared to the former arrangement.

The initial financing for the company was provided by the Industrial Development Bank which supplied forty-five percent of the funds required and the Indian and Economic Development Fund which put up an equal amount. Ten percent was provided by the Franks themselves. In addition, Indian Economic Development Fund grants were provided for consulting services.

The service provided by Gertrude and Edwin Frank not only fills a void left by Northland Navigation Freight Service, but because it is locally operated, it is both faster and more frequent. The improved service will likely play an important part in helping the development of the area.



Lorsque la Commission canadienne des Transports a annulé sa subvention à la Northland Navigation, compagnie qui assurait le transport des marchandises par voie d'eau chaque semaine de Vancouver aux régions côtières de la Colombie-Britannique, ce fut un bienfait insoupçonné pour les habitants d'Ahousaht, petit village de pêcheurs abritant 400 personnes sur la réserve indienne de Marktosis située sur l'île de Flores, à peu de distance de la côte ouest de l'île Vancouver. En effet, au lieu d'être laissés en panne, ces gens ont eu une chance inespérée.

Mme Gertrude Frank et son mari M. Edwin Frank, deux habitants très entreprenants d'Ahousaht, ont étudié la situation, y ont réfléchi et ont décidé de mettre sur pied leur propre service de transport de marchandise par voie d'eau. Ils ont apporté à leur nouvelle entreprise de nombreuses années d'expérience précieuse. M. Edwin Frank avait accumulé vingt années d'expérience dans la manoeuvre des gros bateaux de pêche de la côte ouest et sa femme avait acquis une certaine connaissance des affaires lorsqu'elle était travailleuse sociale pour le ministère des Affaires indiennes auprès de la bande d'Ahousaht.

En juillet 1973, M. et Mme Frank ont acheté le M.V. Solander, un ancien bateau de pêche à la seine de 56 pieds et ils ont commencé à transporter de la marchandise depuis Tofino, sur l'île Vancouver jusqu'à Ahousaht et

d'autres endroits de la baie Kyuquot. Leurs cargaisons se composent surtout de produits emballés, de lest et d'aliments congelés.

Bien que l'Ahousaht Freight Services Limited appartienne à part entière à M. et Mme Frank, la compagnie reçoit une petite subvention de la Commission canadienne des transports. Cette subvention, il faut le signaler, représente une épargne assez considérable pour la Commission canadienne des transports et aussi pour le contribuable canadien lorsque ce montant est comparé à la subvention antérieure.

Le financement initial de la compagnie a été assuré par la Banque d'expansion industrielle qui a fourni quarante cinq pour cent des fonds et par le Fonds du progrès économique des Indiens qui a contribué le même montant. M. et Mme Frank ont eux-mêmes apporté dix pour cent du montant. De plus, le Fonds du progrès économique des Indiens a fourni des subventions pour assurer des services de consultation.

Le service assuré par M. et Mme Frank non seulement remplit un vide laissé par la Northland Navigation Freight Service, mais, parce qu'il est administré par des gens de la localité, il est plus rapide et les voyages sont plus fréquents. Ce service amélioré jouera sûrement un rôle très important dans le développement de cette région.



# Native Metal Industries Limited

The Indian and Metis of Saskatchewan are doing their bit for the environment and they are turning a tidy profit at the same time. They have gone into the scrap metal business in a big way and as well as ridding the landscape of unsightly abandoned automobiles, they salvage and wreck railway cars, engines and other metallic material. This metal is cut and processed and sold to the Interprovincial Pipe and Steel Corporation Limited (IPSCO) who recycle it for their own use.

The company, Native Metal Industries Limited, was incorporated in March 1970 and went into production in April of the same year. Basically it was established as an economic Venture for the Indian and Metis of Saskatchewan. During the establishment stage, control and direction were provided partly by government and partly by outside industry.

Unfortunately, this arrangement didn't work out too successfully and profits were slow to materialize. It was then decided by the workers that the situation might improve if they took over full control of the company themselves. The firm is now run by a management group which represents the employees. The management group consists of: Jerry Starr, Cliff LaRocque and Lloyd Thompson.

Obviously the workers' decision to control their own company was a wise one. Since the "takeover", the firm hasn't looked back; in fact both production and profits have increased steadily. "Native Metal Industries" first year's (1970) production figures were slightly over 16,200 tons of scrap metal. Since that time production has increased each year and in 1973 reached 81,000 tons. The 1974 production figures are estimated at 100,000 tons.







In order to reduce transportation costs and for greater handling efficiency, it was felt that Native Metal Industries should be as close as possible to IPSCO. At the time Native Metal Industries was incorporated a site was chosen adjacent to the IPSCO processing plant.

Initially, the firm employed fifteen native people with a payroll of just over \$160,000. They now employ over ninety people of Indian descent and the payroll is expected to reach \$700,000 this year.

During its forty-eight months of operation, Native Metal Industries has provided wages of well over \$1,500,000. Another plus factor in the organization is the management group who work closely with new employees, arranging housing and counselling during the early stages of employment.

When the company was first set up, financing was arranged through the province of Saskatchewan. In 1972 the federal Department of Regional Economic Expansion and the Department of Indian Affairs and Northern Development assisted with the expansion of the company.

The company is now negotiating with the province to expand further its operations and is setting up an old car shredding division. This will enable the company to increase both production and employment as the collection of abandoned cars will be part of the operation.

The existing management group consists of competent and astute businessmen who have operated the plant efficiently and profitably since assuming control.



# The Tourist Outfitting Business

## The Quebec System

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### Les pourvoyeurs touristiques

Le système  
québécois







In Quebec, Indians and Inuit are becoming involved in the tourist outfitting industry on an increasing scale -- not just as guides for camps owned by non-native operators, but as camp owners themselves. In recent years, seven Indians and two Inuit have become owners of such businesses, providing employment for increasing numbers in their communities. Last year these camps provided services for 721 guests and it is expected that this figure will be exceeded in 1974.

A tourist outfitting operation of this size is not without its problems and, until recently, the major one concerned the booking service. Obviously, it was impossible for each camp to have its own booking service, mainly because communications in the North are difficult and expensive. Initially, employees of the Department provided the booking service and all reservations were made through District and Regional offices. However, this required that the staff members entrusted with this responsibility be available virtually 24 hours a day, seven days a week, to look after the many inquiries.

It soon became obvious that another solution had to be found for providing booking and publicity services and as a result the idea of the Quebec Indian-Eskimo Tourist Outfitters Association came into being. The camp proprietors, would all be directors of the Association, and would give out a contract to a professional for booking and publicity.

During its first year of operation, the booking service was put together quickly with the assistance of a grant by the Department, the grant covered costs of basic publicity material and guaranteed a minimum return to the booking agent under contract. The contract has since been renewed and members of the Association now provide the necessary funds without departmental assistance.

The Quebec approach has many advantages.

- (1) It provides a truly professional service to clients requiring information.
- (2) The agent, who cannot book for anyone else in Canada, sees that the camps are advertised properly in international magazines, either through stories by sport writers or through paid advertisements.
- (3) Additional material, pamphlets, pictures, slides, movies, etc. are made available for speaking engagements at sportsmen's associations throughout Canada and the U.S.A., and for distribution to a mailing list of 10,000 people.
- (4) The variety of activities offered by the different camps helps a central booking agent to keep regular clients by suggesting different activities in different areas: for example a fisherman can be offered trout of a certain variety in the Ungava Bay area one year, and other varieties in James Bay area the following year; a hunter can be offered barren ground caribou hunting in the eastern Ungava Bay area one year and woodland caribou the next year in Central Quebec. This considerably increases the chance of establishing a repeat clientele.
- (5) The booking agent Den Austin, a well known writer and outdoorsman has been able to attract a number of internationally known writers and film makers at very little cost to the camp owners. It is doubtful if individual camp owners could have accomplished this on their own.

Au Québec, le pourcentage des Indiens et des Inuit engagés dans l'exploitation d'équipements touristiques augmente constamment. Le temps où ils étaient guides dans des camps de pêche et de chasse appartenant à des non-indigènes est révolu. Il commence à y avoir des autochtones propriétaires de camps. Ainsi, au cours des dernières années, sept Indiens et deux Inuit sont devenus propriétaires de telles exploitations, fournissant ainsi de l'emploi à un nombre croissant de leurs congénères. L'année dernière, ces camps ont accueilli 721 visiteurs et l'on s'attend que ce nombre augmentera en 1974.

Il va sans dire qu'une exploitation d'équipement touristique de cette envergure présente certains problèmes et, jusqu'à tout récemment, celui de l'agence de voyages venait en tête de liste. Il était, bien sûr, inconcevable que chaque camp ait sa propre agence, pour la bonne raison que les communications dans le Nord sont assez difficiles et coûteuses. Au début, ce sont les employés du Ministère qui assurèrent ce service et toutes les réservations étaient faites par l'entremise des bureaux de district et des bureaux régionaux. Cependant, cela exigeait des membres du personnel chargés de cette responsabilité une disponibilité de 24 heures par jour, sept jours par semaine, pour s'occuper des nombreuses demandes reçues.

On se rendit vite compte qu'il fallait trouver une autre formule pour assurer les réservations et la publicité; c'est ce qui a donné naissance à l'Association des exploitants indiens et esquimaux d'équipements touristiques. Dirigée par les propriétaires de camps, l'Association retiendrait les services d'un agent de voyages compétent au moyen d'un contrat.

Mise sur pied à la hâte, l'agence fut d'abord financée, pendant la première année, par une subvention du Ministère couvrant le coût des articles essentiels à la publicité et assurant un profit minimum à l'agent retenu par contrat. Le contrat a depuis été renouvelé et ce sont les membres de l'Association qui assurent désormais le financement de l'agence, sans aucune aide financière du Ministère.

La formule adoptée par le Québec présente les avantages suivants:

Elle assure un service de nature vraiment professionnelle aux clients désireux d'obtenir des renseignements.

L'agent, qui travaille exclusivement pour l'Association, peut se consacrer pleinement à la mise en oeuvre d'une bonne publicité des camps dans des revues internationales, publicité consistant en récits écrits par des rédacteurs sportifs ou en annonces payées.

Elle permet de mettre à la disposition de toute personne voulant donner des exposés dans des associations sportives, au Canada et aux États-Unis, toute une batterie d'autres documents publicitaires tels que brochures, photos, diapositives ou films et de les expédier par la poste à 10,000 personnes.

Grâce à la variété des programmes des camps, l'agent de voyages disposera de toute une gamme d'activités caractéristiques de différents lieux pour essayer de monter une clientèle permanente. Ainsi, une année, il offrira à un pêcheur une certaine variété de truites dans l'Ungava et, l'année suivante, d'autres variétés dans la baie James. Une année, il pourra proposer à un chasseur le caribou des toundras dans les régions est de la baie d'Ungava et, l'année suivante, le caribou des bois dans le centre du Québec. Un tel choix favorise grandement l'établissement d'une clientèle permanente.

L'agent de voyages Den Austin, écrivain bien connu et grand amateur de plein air, a réussi à faire visiter ces camps par un certain nombre d'écrivains et de cinéastes de réputation mondiale pour une somme dérisoire. Il est peu probable que les propriétaires de ces camps auraient pu réaliser seuls une telle chose.





- (6) A great deal of the high cost of northern operations is related to aircraft rental; a central booking service permits a far greater co-ordination and results in savings to both the clients and the proprietors.
- (7) Finally, centralized booking provides better control of the payment of accounts by guests.

At the present time, the service operates strictly on a percentage basis. The booking agent is entitled to a percentage of the gross sales out of which he must pay for all of the costs of his operation. This includes general office supplies and equipment. The contract details the service which must be provided. At the last annual meeting, the Directors renewed the contract on the same basis as the previous year.

In the long-term, it is envisaged that the booking service will be operated by the Indians, and Inuit themselves. Instead of paying an agent a percentage of gross sales, the Association would maintain an office in the south and would pay a salary plus bonus to staff members.

Although the Quebec approach is attractive in many respects, it does have limitations too. The numbers of camps and particularly the guest capacity must be sufficiently large to allow the owners to afford the exclusive service of a single booking agent. It is considered that last year's operation which involved the booking of 721 clients is about the minimum required to ensure an exclusive booking service.

The availability of such a service is something which camp owners need if they are to operate at an acceptable level of occupancy. However, an exclusive booking service is an expensive arrangement and its financing over the last two years has cut deeply into the profit margin of the camp operators. It has been difficult for the camp operators to increase prices for fear of losing clients to competing outfitters in southern areas who are able to operate at lower costs. This is particularly true for fishing camps.

For the above reasons, the Department will be taking a close look at the operations of the tourist outfitting camps in Northern Quebec this summer, to try to find ways of further improving the system and thus enabling camp operators to increase their end of season profits.

Le coût élevé des exploitations dans le Nord est principalement imputable à la nolisation des avions. Une agence centrale de voyages permettrait une bien meilleure coordination et, partant, de substantielles économies pour les clients et les propriétaires.  
Enfin, une agence centrale de voyages assurerait un bien meilleur contrôle des comptes des clients.

En ce moment, le fonctionnement de l'agence repose exclusivement sur le principe de la commission. L'agent touche un certain pourcentage du produit brut des ventes et doit puiser dans cette somme pour payer tous ses frais d'exploitation. Ces derniers comprennent les fournitures et l'équipement général de bureau. Le contrat expose en détail la nature du service à assurer. Lors de la dernière réunion annuelle de l'Association, ses directeurs ont renouvelé le contrat aux mêmes conditions.

À long terme, on prévoit que ce service sera exploité par les Indiens et les Inuit eux-mêmes. Au lieu de donner à l'agent un certain pourcentage des recettes brutes, l'Association aurait, dans le Sud, un bureau dont les employés toucheraient un salaire augmenté d'une prime.

Aussi attrayante que soit la formule adoptée par le Québec, elle n'en présente pas moins certaines imperfections. Ainsi, elle suppose l'existence d'un nombre suffisant de camps et, plus particulièrement, d'une capacité d'accueil suffisante pour donner aux propriétaires les moyens de retenir, à leur usage exclusif, les services d'un agent de voyages. On a calculé que 721 clients, soit le nombre de personnes accueillies l'année dernière, constituaient le strict minimum pour justifier une agence de voyages exclusive. Et pourtant, l'existence d'un tel service est essentielle aux propriétaires de camps pour leur assurer un nombre suffisant de clients. Cependant, la formule du service exclusif est coûteuse et son financement, au cours des deux dernières années, a grugé une bonne partie des profits réalisés par les exploitants de camps. Ces derniers n'ont pas trop osé hausser leurs tarifs, de crainte de perdre leurs clients au profit de leurs concurrents du Sud assumant des frais d'exploitation inférieurs aux leurs. Cela est particulièrement vrai dans les cas des camps de pêche.

Pour toutes ces raisons, le Ministère étudiera de près l'exploitation des camps de pêche et de chasse destinés aux touristes dans le Nouveau-Québec, au cours de l'été qui vient, afin de voir comment le système pourrait être amélioré et, ce faisant, de permettre à leurs exploitants d'augmenter leur marge bénéficiaire.





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# MOHAWK







# POTTERY

Traditional Mohawk pottery had all but vanished when Mrs. Oliver Smith of the Six Nations Indian Reserve set out to revive the lost art and restore it as a traditional art form of the Mohawk nation. Although her pottery techniques include the use of a modern potter's wheel and kilns capable of firing at 2,300 degrees, the designs date back more than 1,000 years. Mohawk pottery itself has a 3,000 year old tradition.

Traditionally, the pottery was fired by bonfire which gave it a distinct smoky look. Today, after years of experimentation, the smoky look has been accomplished, not by the use of bonfires, but through the use of a special clay mixture and wash which Mrs. Smith has finally developed to her satisfaction. Her work can be seen in all major outlets for authentic Canadian arts and crafts across the country from Newfoundland to Vancouver. Whenever you see Mohawk Indian pottery, you know it was made on the Six Nations Reserve either by Mrs. Oliver Smith herself or one of the fifteen potters working in her shop.

The initial training of each potter was done under the supervision of Mrs. Smith, who still spends many hours working with the people in her shop. She was careful to point out that the fifteen people who work in her shop, which is beside her home, are not her employees. Instead they are individual entrepreneurs who receive 75% of the market value of their products. They are, in effect, working for themselves. This flexible arrangement allows them to come and go as they please with no set hours of work.

Perhaps any other business would suffer under these conditions, but obviously not Mohawk Pottery which has already reached over \$100,000 in sales. It works this way. Each potter purchases clay from Mrs. Smith and makes several pieces on the potter's wheel, doing so at any time he or she pleases. The potter then takes the article home and decorates it and brings it back for firing, then the process starts all over again. Mrs. Smith hopes to double the number of people doing traditional Mohawk pottery but this will mean a considerable expansion of the existing facilities.



The pottery shop is at present equipped with twelve potter's wheels and six kilns purchased by Mrs. Smith. All equipment was bought with cash generated by sales of the pottery. A self-starter and believer in free enterprise, Mrs. Smith received no outside assistance in starting her business. Today, this prospering enterprise has sales of over \$60,000 per annum to the Central Marketing Service in Ottawa alone, as well as sales to retail customers who buy direct. As the demand is greater than the supply, Mrs. Smith would like to see other Indian people from the reserve get into the business. Her only concern is that the pottery be traditional in design and colour. If more Indian people were involved in the work, it is possible that sales could reach more than \$100,000 a year with benefits going directly to the individual potters themselves.

The pottery work is not confined to women alone. There are men like Mrs. Smith's husband, Oliver and her son, who make the larger more complicated pieces. Both Mrs. Smith and her husband learned the art of pottery together over twelve years ago. Initially, they used clay found in their backyard which required six months of preparation before it was ready for use. This clay is now supplemented with purchased clay lessening the tedious work which was once required to perfect the pottery. As Mrs. Smith pointed out, green clay does not hold its shape and purchased clay does not give the final product the necessary finish. However, by combining the two clays, a perfect blend can be achieved. After twelve years of hard work, Mrs. Smith is satisfied that her pottery is as close to the age old art as humanly possible.

The proudest moment in Mrs. Smith's life came when she was commissioned by the Canadian Government to make a number of special pieces of pottery for foreign dignitaries, and for the Queen, who would be attending Expo '67 in Montreal. She presented the Queen with her most prized piece of Mohawk pottery - a pot with a wampum design which had taken first place over 1,500 other pieces at an art show in New York. Presenting her treasure to the Queen was an honour which she has never forgotten.

## Why Keep Records?

Trying to run a business without good records is like trying to shoot rapids in a canoe without a paddle, according to a recent booklet just published by the Department. Called YOUR OWN BUSINESS, WHY KEEP RECORDS, this small booklet of 32 pages should be of real value to the new businessman or in fact, to any small businessman.

Written in clear, easy-to-understand terms, it points out that a good set of records consists of no more than keeping track of business transactions regularly and in a neat and orderly manner. It shows how to set up a daily cash record and gives sample records of the kind that would be used by a small businessman who owns several cabins on a lake and whose business involves renting cabins and boats and selling supplies to tourists and fishermen. It explains how to keep numbered sales invoices and how to record the transactions of just such a small business. The booklet also includes information on why and how bank deposits should be made and whether or not a cash register might be a better way to keep track of total cash received.

The next step carries the reader through the process of setting up a monthly record of bank transactions in order that he will know where he stands financially month by month. There is also a very useful chapter devoted to "reconciling your bank account".

Also explained in detail is why a monthly summary of operations is a good idea and how to set up the books for this operation.

If you sell on credit, the booklet gives detailed, easy to follow instructions on how to set up an Accounts Receivable Ledger. If you buy on credit, it gives all the necessary information for setting up an Accounts Payable file and tells exactly what you should watch for when you receive an invoice from a supplier; for example: are you entitled to a discount? are all additions and calculations correct? have you received the goods for which you are being charged? etc.

In summing up, the booklet points out that "based on what your records tell you about the past, you can plan ahead by estimating what will happen in the future". By keeping careful records the small businessman will know just how profitable his business is (or isn't); in which months or seasons he can expect to make the most profit, whether his business is growing or standing still and how expenses can be cut.

Available in both French and English, this useful booklet can be obtained free of cost from the Department.

## Pourquoi tenir une comptabilité?

Selon une brochure récemment publiée par le Ministère, gérer une entreprise sans comptabilité c'est un peu comme vouloir sauter des rapides en canot mais sans aviron. Ce petit livret de 32 pages intitulé "Votre propre affaire - Pourquoi tenir une comptabilité?" s'avère très utile aux nouveaux hommes d'affaires et même à tout administrateur d'une petite entreprise.

Écrite en des termes simples et faciles à comprendre, cette brochure démontre qu'une bonne comptabilité ne consiste en rien d'autre qu'à noter régulièrement et correctement toutes les transactions commerciales de son entreprise. Elle montre comment établir un état quotidien de l'encaisse et donne des échantillons des factures que pourrait utiliser un homme d'affaires qui possède quelques petits chalets en bordure d'un lac et dont l'entreprise comprend la location de chalets et d'embarcations et la vente d'articles d'approvisionnement aux touristes et aux pêcheurs. Le livret explique comment tenir des factures numérotées et comment noter les transactions d'une petite entreprise comme celle-là. La brochure comprend aussi des renseignements expliquant pourquoi et comment il faut faire des dépôts en banque et sur la nécessité d'avoir une caisse enregistreuse comme moyen plus efficace de tenir compte du montant total de l'encaisse.

La prochaine étape montre au lecteur comment établir un état mensuel des transactions bancaires pour qu'il puisse connaître sa situation financière d'un mois à l'autre. Il y a aussi un chapitre très utile consacré à la réconciliation bancaire.

De plus, on y explique pourquoi il est bon de tenir un état mensuel des opérations et comment tenir les registres de cet état.

Si vous vendez à tempérament, ce livret vous indique, au moyen d'instructions détaillées et faciles à suivre, comment tenir un grand livre des comptes à percevoir.

Si vous achetez à crédit, il vous donne les renseignements nécessaires pour établir un classeur pour les comptes à payer et vous dit quoi surveiller lorsque vous recevez une facture d'un fournisseur; par exemple: avez-vous droit à un rabais? est-ce que les additions et les autres calculs sont exacts? avez-vous bien reçu les marchandises facturées, etc.

Bref, l'auteur affirme que "d'après ce que vous révèlent vos dossiers, vous pourrez planifier vos opérations et prendre des décisions pour l'avenir". En tenant soigneusement ses dossiers, un homme d'affaires aura une meilleure idée de la rentabilité (ou de la non-rentabilité) de son entreprise, des mois et des saisons les plus favorables, du progrès ou de la régression de son entreprise et des moyens de réduire les dépenses.

On peut obtenir gratuitement cette utile brochure disponible en français et en anglais en s'adressant au Ministère.



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*Please address all correspondence to the Editor, Ideas, Room 630, 400 Laurier Avenue, West, Ottawa, Ontario, K1A 0H4, telephone 613-995-8603.*

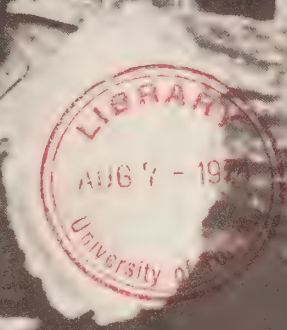
**Editor - W.A. Lewis**

**Editorial Advisory Committee - W. Brant, F.R. Goodleaf, T. Nahanee**



# ideas idées

A business newsletter for the Indian and Eskimo Community    Bulletin d'affaires pour la collectivité indienne et eskimauise



THE FOREST INDUSTRY,  
A SPECIAL REPORT.

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## Dene-Mat Construction Ltd.

In late January some 20 trucks could be seen roaring back and forth across a massive ice bridge which spans the Liard River near Fort Simpson. These trucks were not participating in some strange northern rally, they were engaged in hauling gravel from a large pit on the south side of the Liard River to a massive stockpile north of Fort Simpson, for eventual use on the Mackenzie Highway and at the Fort Simpson Airport.

The gravel hauling operation represents a major achievement for Dene-Mat Construction, a native controlled company. Dene-Mat Construction Ltd. is the first of what is hoped will be a number of companies in the Northwest Territories and elsewhere, in which the native people team up with experienced business men to exploit economic development opportunities. As such, it represents a major breakthrough in the native peoples' attempts to obtain greater participation in major development projects.

The idea for such a company originated with the directors of Dene Co-op at Fort Simpson (Indian people comprise 80 per cent of its membership), who, in late October of 1973, consulted the Department about the feasibility of undertaking gravel hauling and other work related to the Mackenzie Highway project.

As a result of discussions with a construction consultant and others, the Co-op decided to team up with an experienced contractor, Mr. Nick Matichuk, and Dene-Mat Construction began to take shape.

Time was at a premium, only 60 days remained to incorporate the company, finalize a gravel hauling contract, obtain funding, procure equipment, hire crews and be ready to start hauling gravel on an ice bridge across the Liard River.

In early November, however, things really began to roll with the result that by December 3 Dene-Mat Construction Company was incorporated and detailed financial projections were in preparation. Simultaneously a contract for hauling and stockpiling 100,000 tons of gravel for the Mackenzie Highway was finalized with the Federal Government.

Meanwhile the company learned that the Ministry of Transport was calling for tenders for hauling and stockpiling 50,000 tons of gravel to upgrade the Fort Simpson Airport. It decided to make a bid, arranged for a bid bond and submitted a bid by the closing date of December 18. The bid was successful and Dene-Mat Construction was launched on its first two contracts — hauling and stockpiling 150,000 tons of gravel.

On January 14, one day before the starting deadline, the gravel haul began with 13 trucks, one loader, two Cater-



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pillar tractors and a road grader on the job, working 20 hours a day in temperatures that plunged to 40 and 50 degrees below zero. All but three employees were native people. Two weeks later four company trucks and approximately 15 locally sub-contracted ones were involved in the operation. All manpower requirements are managed by Chief Baptiste Cazon of the 652-member Fort Simpson Band who acts as personnel co-ordinator.

The two contracts are going so well that Dene-Mat Construction hopes soon to launch out into gravel crushing and spreading work for the Mackenzie Highway and the airport. The company also hopes to obtain contracts for highway maintenance.



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a. A general view of the gravel pit operation.

b. Bulldozers shunt the gravel to the loading area.

c. Loading a truck doesn't take long on this job.

d. A close up of a giant gravel loader used by Dene-Mat.



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# F.R. Goodleaf Service Station

Three years ago Frank Goodleaf, a Mohawk, worked high off the ground constructing the steel girder towers that are so much a part of North America's urban landscape. Today he operates a busy gas station on the Caughnawaga Indian Reserve just outside Montreal.

The transformation from a high steel worker to a successful entrepreneur began with Frank's decision to launch his own business, — a gas station complete with facilities for mechanical repairs.

Armed with plans as well as experience acquired earlier in his working career as an auto mechanic, Frank discussed the project with the Band Council. After receiving a letter of recommendation from the Council he set about obtaining a loan from the Indian Economic Development Fund for the construction of a building and for the purchase of garage equipment.

Once the loan was approved, Frank purchased property from another resident on the Reserve and proceeded to excavate the land at his own expense. This property, together with the excavation work formed the basis of his contribution to the new enterprise.

The Shell Oil Company Ltd. of Canada installed the gas pumps and Frank opened for business. The company also trained Frank's younger brother in management. That was two-and-a-half years ago. Since then Frank has seen gas sales climb to 325,000 gallons a year. This represents a striking increase over Shell's original projection of 125,000 gallons annually.

In addition to servicing cars from the Reserve, Frank has a contract to service eight school buses owned and operated by the Band, and is now adding a special repair shop to his garage to handle them.

A second loan from the Indian Economic Development Fund has enabled him to expand his operation. Now in addition to the garage and the gas station, he also owns two pick-up trucks, a heavy-duty loader and a tow truck complete with a snow plow.

Profits for small enterprises are tied to hard work, as Frank says, "It's a good profit-making business but you have to be willing to put in long hours." His gas station, for example, is opened at 6:30 a.m. by one of the five men he employs from the Reserve and closed at midnight.

The F.R. Goodleaf Service Station demonstrates that initiative, management and financial resources all have an important role to play in the operation of a successful business. It also demonstrates that businesses such as Frank's help to keep money flowing in the Indian Community to the advantage of everyone.

## Editor's Note

In spite of all his other commitments, Frank Goodleaf has still found time from his busy schedule to act as a member of the "IDEAS" Editorial Advisory Board. For this, we wish to express our sincere thanks.



- a. The owner Frank Goodleaf prepares for a service call.
- b. Where it all ends up.
- c. All customers get top quality service here.
- d. A view of the service station showing extension being constructed at left.

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## La station-service de M. F.R. Goodleaf



Il y a trois ans, M. Frank Goodleaf, Indien agnier, travaillait à plusieurs centaines de pieds au-dessus du sol, à la construction des immeubles à structure d'acier qui dominent le paysage des villes d'Amérique du Nord. Maintenant, il exploite une station-service achalandée dans la réserve indienne de Caughnawaga, aux limites de Montréal.

La transformation de Frank, d'ouvrier de la construction de gratte-ciel en chef d'entreprise prospère, débuta lorsqu'il décida de mettre sur pied sa propre entreprise, une station-service dotée de toutes les installations nécessaires aux réparations mécaniques.

Muni de plans et de plusieurs années d'expérience acquise antérieurement comme mécanicien d'automobile, Frank sollicita une lettre de recommandation auprès de son conseil de bande. Entre-temps, il fit des démarches auprès de la Caisse de prêt renouvelable afin d'obtenir de l'aide pour construire la station-service et acheter l'outillage voulu pour le service de réparation.

La société Shell du Canada Ltée installa les pompes à essence (elle initia aussi le jeune frère de Frank à la gestion) et Frank ouvrit alors son commerce. L'en-

treprise fonctionne depuis déjà deux ans et demi et ses ventes d'essence sont passées à 350,000 gallons par année. C'est une augmentation remarquable par rapport aux prévisions de 125,000 gallons par année, d'abord établies par la société Shell.

En plus de faire le plein et d'assurer l'entretien des voitures de la réserve, le jeune homme d'affaire vend également du carburant à huit autobus scolaires que la bande possède et utilise pour son propre compte. Il exécute actuellement des travaux d'agrandissement afin d'ajouter à sa station un atelier spécial de réparation qui répondra aux besoins de ces véhicules.

Un nouveau prêt de la Caisse de prêt renouvelable lui a permis d'agrandir son entreprise. A l'heure actuelle, en plus du garage et de la station-service, il possède deux camionnettes, une chargeuse à grand rendement et une dépanneuse munie d'un chasse-neige.

La rentabilité des petites entreprises est étroitement liée aux efforts déployés et, comme le dit Frank: "C'est une entreprise très rentable, mais il faut être prêt à y consacrer de longues heures de travail." Dans le cas de sa station-service, par exemple, un des cinq employés l'ouvre à 6 h 30 et elle ferme à minuit.

La station-service de M. F.R. Goodleaf prouve que l'initiative, la saine gestion et les ressources financières ont toutes un rôle important à jouer dans l'exploitation d'une entreprise prospère. C'est également la preuve que les entreprises du genre de celle de Frank favorisent le progrès économique de la population indienne pour le mieux-être de tous.

Il acheta ensuite une parcelle de terrain d'un autre résident de la réserve et entreprit les travaux de déblaiement du terrain à ses frais. Ce terrain et les travaux exécutés constitueront l'essentiel de sa contribution à la nouvelle entreprise.

### Note du rédacteur

En dépit de ses nombreuses autres obligations, M. Frank Goodleaf a trouvé le temps d'agir comme membre du Comité consultatif de rédaction de IDÉES. Pour cela, nous lui offrons nos sincères remerciements.

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# The Forest Industry

There has never been a greater opportunity than now for Indian people to engage in supplying the skills needed for the conservation and sensible use of Canada's forest resources. The forest is a natural extension and interest of Indian life and many Indian people are taking a close look at the new opportunities that are being presented as a result of recent developments.

Forests are a valuable resource on Indian reserve lands. Some 2.69 million acres, equivalent to 44% of the total reserve acreage have been classified as forest land with varying potential for development. Forest conservation, inventory and management plans have been provided for many reserves and forest protection agreements with most provinces provide for fire protection. Over the past ten years forest production on Indian reserves has averaged approximately 345,000 cunits per annum with a roadside value averaging some \$7 million each year.

Off-reserve timber stands also present important opportunities for Indian people and many Indian bands and entrepreneurs are presently engaged in off-reserve woods operations of all kinds. These include conservation and harvesting as well as participation as full partners in large forest products companies.

How can Indian people most benefit from Canada's forest industry in the future? A look at the industry trends can give an idea where the opportunities are to be found.

## INDUSTRY TRENDS

**INCREASING DEMAND FOR FOREST PRODUCTS** — Present worldwide shortages have kept Canadian pulp and paper plants working at

capacity during 1973. A 5% annual growth in consumption is projected over the long-term.

The market outlook for sawn lumber and plywood is also strong with a growth of approximately 4% per annum projected. This market, however, is subject to wide fluctuations in demand, which complicates the management of lumber and plywood enterprises.

**MANPOWER SHORTAGES** — The Canadian Pulp and Paper Association estimates that the manpower shortage in the forest industry ran as high as 3,500 men during periods of the past year.

Manpower shortages are mainly concentrated in the Atlantic provinces, the Quebec north shore, the northern Prairie provinces and the B.C. interior. The shortages may have been caused in part by the diminishing rural farming communities who traditionally supplied manpower for the woods. Isolation is also a factor.

**MECHANIZATION OF TIMBER HARVESTING** — Because of the increasing labour shortage there has been a trend towards the mechanization of all aspects of harvesting operations. This necessitates higher capital investment and the acquisition of new operating skills.

There has been an increasing tendency amongst the larger companies to sub-contract timber harvesting to small independent operators. In some cases companies may be prepared to assist their sub-contractors in acquiring equipment.

**LARGE SCALE PRODUCTION UNITS** — The production of lumber for sale in the general market mostly requires mills with capacities in excess of 50 million FBM per annum with associated chipping facilities. The capital investment would be in the region of \$5 — 6 million.

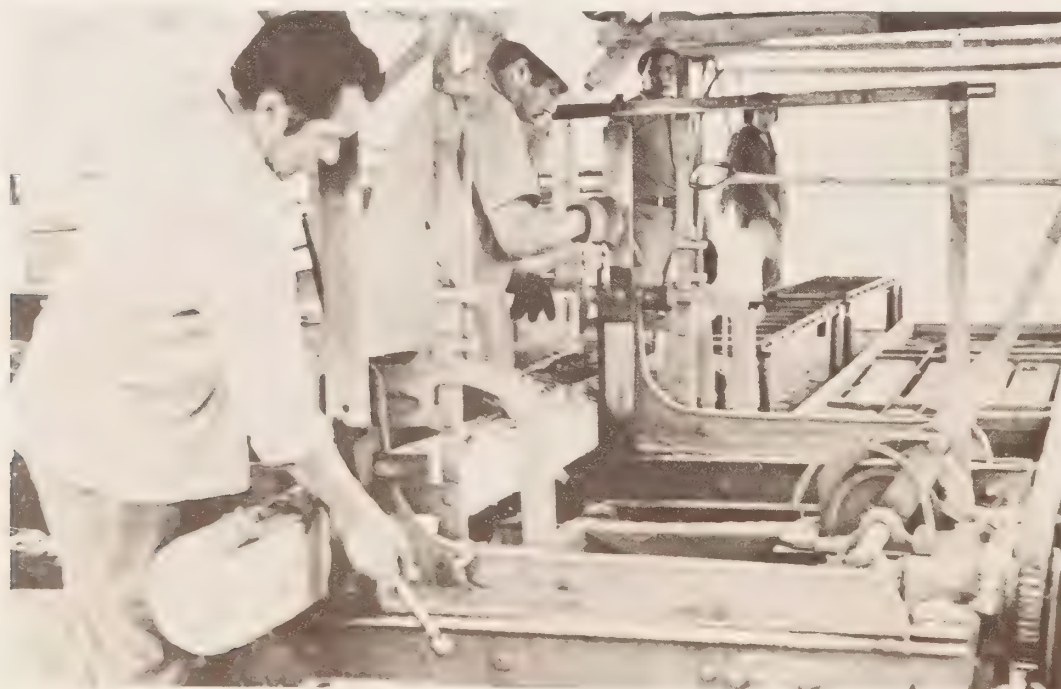
There is also a trend towards large integrated production units in which company owned sawmills process timber into lumber and chip the residues for manufacture by company owned plants into pulp and panelboards. In this way the forest resource is used efficiently and a company has increased flexibility in the marketplace with lower costs, a wider range of products and the size to support a strong sales organization.

**PRESSURE ON TIMBER RESOURCES** — As the more accessible timber supplies are progressively utilized future harvesting must take place in the more inaccessible northern areas, many of which will be within reach of northern Indian communities.

## OPPORTUNITIES

Because of the present labour shortage in the forest products industry some unique opportunities are presented.

**FOREST MANAGEMENT** — There are many excellent opportunities for Indian people to participate in forest management activities of all kinds on both Provincial and Reserve lands. Such activities include work as Rangers, fire and pest protection, reforestation, seed collection, forest improvement and others.



SAWMILLING



**HARVESTING** — Timber harvesting is a key area to look at. Here there are opportunities for Indian people both as employees and entrepreneurs, contract work can be obtained from many of the larger companies for felling, limbing, skidding, bucking, decking and trucking or any combination of these. In some cases companies assist their woodlands sub-contractors through the supply or rental of equipment, or loan guarantees: The acquisition of a firm contract can also be the basis for financing the purchase of major equipment. Opportunities for contract harvesting should be particularly good in the Maritimes, the Quebec north shore, the Northern Prairie provinces and the B.C. interior.

**PRODUCTION** — The production of lumber for Band and local use can provide jobs and can be profitable if a large enough market exists.

Where large scale operations are necessary, the 'joint venture' approach can be a way to overcome a lack of capital or experience. An Indian band teamed with a large and experienced forest products company is often a good combination if a deal can be made. A good example would be the Bands of the Slave Lake area who have recently joined as partners in a large forest products industry.

#### **ASSISTANCE**

Sources of advice and assistance include Provincial departments of forestry, Departmental foresters, ARDA, DREE, CESO, The Indian Economic Development Fund, The Canadian Pulp and Paper Association.



**CONSERVATION**



**HARVESTING**



**TRUCKING**



# Giroux Logging Ltd.

Mention logging in the Lesser Slave Lake area of northern Alberta — and the name of Joe Giroux is almost certain to come up.

The 58-year-old Cree from the Drift-pile Reserve, about 40 miles northwest of Slave Lake, has been logging in the area for 20 years — the past three as head of Giroux Logging Ltd., a \$185,000 logging contracting operation which normally employs six Treaty Indians, seven Metis and two whites from the surrounding communities of Driftpile, Faust, Slave Lake and Jossard.

Giroux, who is also involved in farming, began logging with horses, went to leased equipment for a couple years and finally decided to "try it on his own".

Financed by a loan from the Toronto-Dominion Bank (guaranteed by the Department), a contribution from the Indian Economic Development Fund and a substantial personal investment, the operation was launched with the purchase of \$150,000 worth of equipment, including three skidders, a crawler tractor and a loader.

"I found out a long time ago that working for yourself is best," says Giroux, who is assisted in the operation by his son, George, who works as mechanic and "cat skinner", and wife, Mary, who cooks for the crew. Joe, himself, is foreman.

The firm has just completed a contract to supply one and a half million feet of timber (spruce and poplar) to the W.R. Zeidler Ltd. plywood plant at Slave Lake. The contract included bucking into eight-foot lengths and decking, with loading and hauling the responsibility of the lumber firm.

Operations are now getting underway in the Martin Hills area where the company has contracted to cut three million feet for North American Stud Company.

Despite production problems this winter, attributable largely to heavy snowfalls, the danger of breaking through muskeg, and the scattered locations of the timber in the area, Giroux is confident the situation will improve before year-end. "When conditions are good, we can handle 100,000 feet a day and do an average of \$25,000 business a month."

Labor problems are minor — the main difficulty involves the hiring of fallers. Since trained equipment operators are not easy to find, on — the — job training is provided. According to Giroux staff turnover is not excessive. Problems occasionally arise when the operation is located too far from town or when employment opportunities appear more attractive on the Reserve.

In general, however, Giroux claims "it's a happy crew — and I find if you pay on time you don't have much problem getting help."

For Giroux, there are no regrets about going into business on his own, and he expects his experience may encourage other Indians in the area to try similar undertakings.

He's finding satisfaction in "making a good living, keeping a bunch of men working — and knowing you have something to leave your grandchildren."

a. *Partners in Giroux Logging Ltd. — Joe Giroux (right) and son, George.*

b. *Manoeuvring logs is an easy task for this skidder — part of Giroux' \$150,000 fleet.*

c. *The faller — important man in the logging industry.*

d. *Keeping up with hefty appetites obviously doesn't bother Mary Giroux, wife of the owner and camp cook.*



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# Jean Marie Community Co-op Sawmill



a. A fork truck used for piling lumber.

b. A view of the saw mill.

c. Sorting lumber in the yard.



Establishing a profitable sawmill operation isn't always easy. In fact, it can be riddled with almost insurmountable difficulties.

Certainly this was the experience of members of the Fort Simpson Band when they decided to expand their sawmill and sell lumber commercially.

For years Band members had been content to operate the mill only when they weren't hunting or trapping and then just to produce small quantities of lumber and squared logs for use in their settlement at Jean Marie River. In 1972, however, they began to consider another alternative after a local school teacher, impressed by the buoyancy of the lumber market and the availability of nearby timber stands, persuaded them to expand their operation.

The Department was approached for funding and arrangements were made to obtain a reconditioned mill from Alberta. It was delivered and installed before spring break-up in 1973.

The mill operated for a limited time, producing some 400,000 board feet of lumber. Then the co-op decided to move it to a large timber stand located on "Twelve Mile Island" in the Mackenzie River.

Unfortunately, the move precipitated a series of crises. A near disastrous incident with a runaway power unit even forced the mill's closing. Immediately action was taken to rectify equipment deficiencies and after considerable effort the mill resumed operation. Then the mill had to grapple with financial problems posed by the shut down. These, however, were faced and resolved by the determined co-op.

At this point log production had outstripped the mill's sawing capacity (a sister co-operative, the Dene Co-Op at Fort Simpson, had teamed up with the Jean Marie people to do logging under contract). To overcome this hurdle the Jean Marie Co-Op rented another sawmill in the area for 90 days. Meanwhile a firm market for the finished product had been established by the Northwest Territories Government.

Today the mill is in full swing, furnishing employment for native men from Jean Marie as well as from the Fort Simpson area. This small industrious group of Slavey Indians under the leadership of Chief Louis Norwegian can be proud, indeed, of what they have managed to accomplish



# The Industrial Development Bank

## ADVISORY SERVICES

### Purpose

Some 35,000 smaller businesses in all parts of Canada have used loans totalling over \$2,200,000,000 from the Industrial Development Bank to start, modernize or expand their enterprises or to assist in financing some other sound business purpose.

Established in 1944 by Parliament as a subsidiary of the Bank of Canada, the Industrial Development Bank provides financial assistance chiefly in the form of term mortgage loans to new or existing businesses which, because of their relatively small size or lack of an established earnings record or their geographical location, or for other reasons, are unable to obtain financing from other sources on reasonable terms and conditions. The Industrial Development Bank supplements the activities of other lenders and assists enterprises which seem likely to be financially successful and able to repay their borrowings from the bank. In particular, it is concerned with the financing problems of smaller business enterprises.

### Size of Loans

Industrial Development Bank loans range in amount from less than \$5,000 to well over \$1 million. The average size is around \$45,000 and about half the number of loans approved are for amounts of \$25,000 or less.

### Types of Customers

The Industrial Development Bank lends to practically every type of business including manufacturing, agriculture, tourist industry, wholesale and retail trades, construction, professional services, and many others. It lends too, to single proprietorships, partnerships, or companies.

### Purposes of Loans

The Industrial Development Bank lends for a variety of purposes. Most of its loans are used to assist with the purchase or expansion or alteration of capital assets in the form of land, buildings, machinery, and equipment. In some circumstances, the Industrial Development Bank will lend to strengthen working capital, for example, where it has been reduced to an unsatisfactory level through purchases of equipment or other capital expenditures. Where a growing business is short of working capital and there is a basis for a term loan, the bank may provide funds to supplement current financing from other sources.

### Qualifications

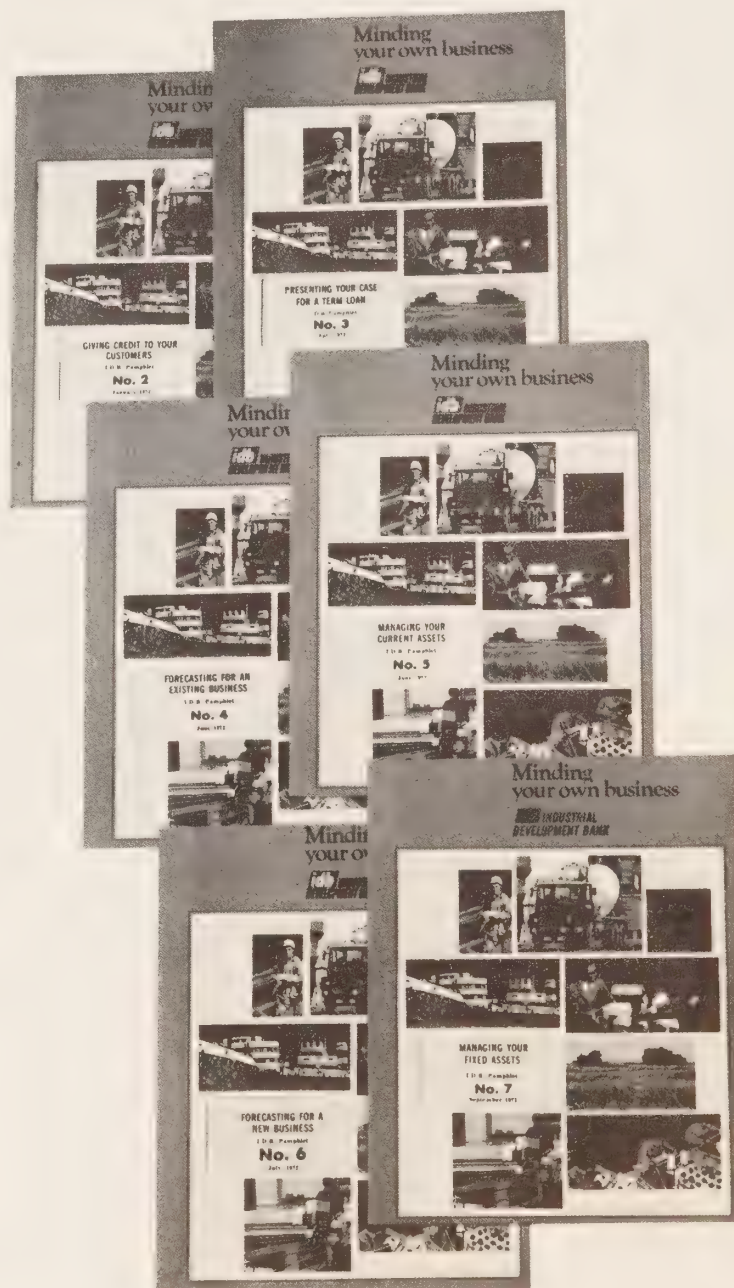
When the Industrial Development Bank considers an application for a loan, it must be satisfied that the proposal to

be financed is a sound one, that the business will be capably managed, and that a reasonable amount is invested or is to be invested in the business by persons other than the Industrial Development Bank. The earnings prospects of the enterprise are of major importance in determining the amount which the bank can lend.

### Applications

The staff of the Industrial Development Bank welcome opportunities to discuss financing proposals with businessmen and all such discussion are, of course, held in strict confidence. A booklet describing the services of the bank is available without charge at any Industrial Development Bank office.

About two years ago the bank started its program of Advisory Services to help promote good management practices in small businesses. It has issued a series of pamphlets under the heading of "Minding Your Own Business" which examine problems and matters of interest to small businesses. They are available at no charge from any IDB office and a businessman can have his name placed on the mailing list to receive the pamphlets as they are issued. Also available is a new quarterly publication, "Small Business News" which aims to keep owners and operators of small businesses informed of new ideas. The Advisory Services department also arranges seminars in smaller centres to discuss topics of interest to those who own or manage small businesses.





# La banque d'expansion industrielle

## Raison d'être Son Objectif

Quelque 35,000 petites entreprises de toutes les régions du Canada ont pu démarrer, se moderniser ou accroître leurs activités grâce à des prêts d'un montant total de plus de 2,2 milliards de dollars. Une partie de ces prêts consentis par la Banque d'expansion industrielle a également servi d'aide financière à d'autres projets d'entreprises rentables.

Créée par le Parlement en 1944 à titre d'organisme auxiliaire de la Banque du Canada, la Banque d'expansion industrielle offre une aide financière, principalement sous forme de prêts hypothécaires à terme, aux entreprises existantes et nouvelles qui, à cause de leur faible importance ou du manque d'antécédents attestant leur rentabilité, de l'éloignement géographique ou de tous autres motifs, ne peuvent obtenir, à des conditions raisonnables, des moyens de financement accordés par d'autres sources. La Banque d'expansion industrielle complète l'activité d'autres prêteurs et aide les entreprises qui semblent présenter des possibilités de rentabilité sur le plan financier et pouvoir rembourser les prêts accordés par la Banque. Cette société s'intéresse surtout aux difficultés de financement des petites entreprises.

## Montant des prêts

Le montant des prêts consentis par la Banque varie de moins de \$5,000 à plus d'un million de dollars. Les prêts moyens s'élèvent à environ \$45,000 et près de la moitié des prêts approuvés sont de \$25,000 ou moins.

## Genre de clients

En fait, la Banque d'expansion industrielle prête à des entreprises de toutes sortes: fabrication, agriculture, industrie touristique, commerces de vente en gros et au détail, construction, services professionnels et nombre d'autres entreprises. Elle prête également aux entreprises à propriétaire unique et aux divers genres de société.

## Genre de prêts

La Banque d'expansion industrielle prête à diverses fins. La plupart des prêts servent à l'achat, à l'augmentation ou à la modification des immobilisations sous forme de terrains, de bâtiments, d'outillage et de matériel. Dans certains cas, la Banque prête afin de renflouer le fonds de roulement lorsque, par exemple, l'achat de matériel ou les autres dépenses d'investissement l'ont diminué à un niveau insatisfaisant. Lorsque le fonds de roulement d'une entreprise en plein essor est insuffisant et qu'un prêt à terme peut remédier à la situation, la Banque peut fournir des fonds pour compléter le finan-

cement qu'on peut actuellement obtenir d'autres sources.

## Conditions

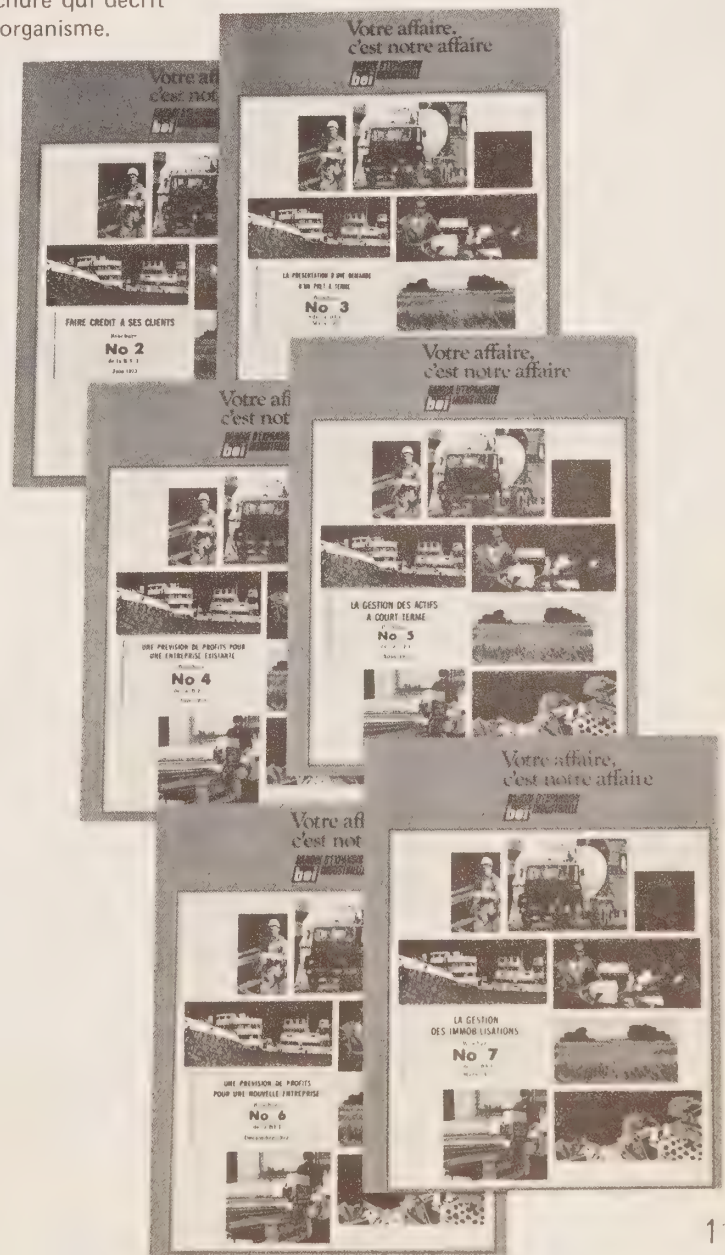
Pour que la Banque d'expansion industrielle étudie une demande de prêt, il faut que le projet à financer soit valable, que l'entreprise sera gérée de façon compétente et que les personnes intéressées investissent ou investiront dans l'entreprise une somme suffisante, le prêt de la Banque mis à part. Les perspectives de profits de l'entreprise sont des éléments d'une grande importance dans l'établissement du montant du prêt que la Banque peut consentir.

## Demande

Le personnel de la Banque d'expansion industrielle est à la disposition des hommes d'affaires qui désirent lui soumettre des projets de financement d'entreprise et tous ces entretiens se dérouleront, bien sûr, sous le sceau du secret. On peut obtenir sans frais, dans tous les bureaux de la Banque d'expansion industrielle, une brochure qui décrit les services offerts par cet organisme.

## SERVICES CONSULTATIFS

Il y a environ deux ans la Banque d'expansion industrielle lançait son programme de services consultatifs afin de promouvoir la bonne gestion des petites entreprises. La Banque a publié plusieurs brochures, réunies sous le titre: "Votre affaire, c'est notre affaire", dans lesquelles on expose les problèmes et les méthodes intéressant les petites entreprises. On peut se procurer ces ouvrages gratuitement dans tous les bureaux de la BEI et les hommes d'affaires peuvent faire inscrire leur nom sur la liste de distribution afin de recevoir ces brochures dès leur publication. On peut également obtenir une nouvelle revue trimestrielle: "Nouvelles de la petite entreprise", destinée à tenir les propriétaires et les exploitants de petites entreprises au courant des nouvelles idées. Le Département des services consultatifs organise en outre des séances d'études dans les petits centres afin de débattre des questions d'intérêt pour les propriétaires ou les gérants de petites entreprises.





# Burwash Co-operative Association

What do you do when the one grocery outlet in your tiny community closes down for the winter? If you are the enterprising Kluane Indian Band you form a co-op to operate your own grocery store.

This is what happened in 1972 when the Indian village at Burwash Landing, a small Yukon settlement on the Alaska Highway, faced the bleak prospect of no local grocery outlet when the Burwash Lodge shut down for the winter.

Deciding that a co-op run store might present a viable alternative, the Band asked the regional office if it would undertake a feasibility study. When the results proved favourable, it obtained loans from the Indian Economic Development Fund to purchase inventory and acquire the services of an outside manager.

Finding a manager willing to work in a remote village on a salary the co-op could afford posed a problem. Fortunately, however, the Band was able to engage Ranier Giannelia, an experienced co-op official, to provide managerial and training assistance.

The Burwash Co-op store is now successfully launched. We wish them good fortune in the future.



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a. Well stocked shelves carry a wide variety of groceries and dry goods.

b. A resident of Burwash Landing displays beadwork souvenirs she has made.

## Businessman's Notebook

Economic Development Films

The following films on economic development are now available for use by Bands:

### *Indian Development — The Business Age*

A 16 MM colour film describing the Indian ski resort at Thunder Bay, Ontario. The Snowshoe and Canoe Manufacturing Plants at Village Huron, Quebec and the Lacrosse stick plant at St. Regis, Ontario. Running time 28 minutes.

### *Think Mink*

A 16 MM colour film showing how the Whitefish Bay Reserve, Kenora, Ontario started a successful factory to create high fashion mink coats. Running time 8 minutes.

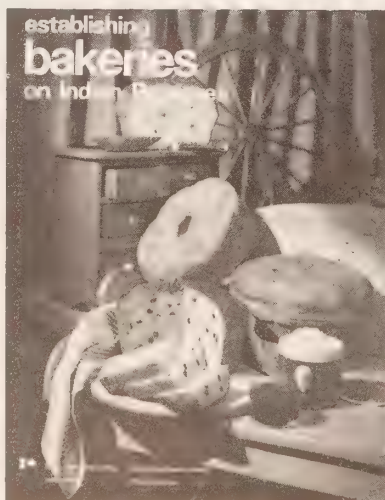
### *Sawridge Motel*

A 16 MM colour film describing how the Sawridge Band started the development of a 45 unit Motel worth over \$1 million. Running time 8 minutes.

### *It's Your Move*

A 16 MM colour film about planning economic development on Indian Reserves. Running time 22 minutes.

You can arrange for copies of any of these films to be sent to your reserve on loan, by contacting the local office of the Department. Additional films are being prepared at the present time.



## Publications of Interest

### *Industrial Assistance Programs in Canada*

This book which should be a useful reference for Band Economic Development Committees, describes in detail each of the numerous Federal and Provincial Grant and Loan programs which are available to assist in the establishment of new industries. The book can be obtained from: CCH Canada Ltd., 130 Albert Street, Ottawa, Ontario. Price \$5.50 each.

### *How to Run a Business*

Published by Government of Canada, 1968, available from the Queens Printer, Ottawa. Price \$0.75.

### *Creating a Market*

Published by International Labour Office, 1968, available from International Labour Office in Canada, 178 Queen Street, Ottawa.

### *Small Business Development Aids*

Two new booklets in this series are now available:

'Establishing Bakeries on Indian Reserves'  
'Establishing Beauty Salons and Barber Shops on Indian Reserves'

The booklets are based on a step by step approach to establishing service industries. They provide standard operating data for businesses of various sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

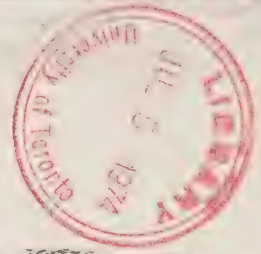
Other books in this series include: 'Establishing Laundromats', 'Establishing Convenience Stores and Supermarkets', and 'Establishing Service Stations'.



Volume 1, No. 4, December, 1973

# ideas idées

A Magazine devoted to the development of the  
Community. *Revue d'actualité et de réflexion  
et esquisses*



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# Anderson Band's N'Quatqua Logging Company

The small community of D'Arcy, British Columbia, the site of spectacular mountain scenery is also the headquarters of the Anderson Band's N'Quatqua Logging Company.

The logging enterprise was launched in October, 1970 to combat the high unemployment which had been plaguing the area ever since various lumber companies employing Band members had either ceased operations or moved elsewhere. Resolved to do something about the problem, the Anderson Lake Band Council, the Lillooet District Indian Council and the Fraser District Advisory Council combined to make an application to purchase provincial timber in the area.

The first step involved the selection of a timber stand. This took place under the supervision of Mr. Arthur Thevarg, Senior, an experienced logger, and a Band member. Then followed negotiations with other operators who might have been interested in the timber, so that unreasonable competitive bidding could be minimized. Cash flow projections were worked out and potential markets were investigated so that revenue could be estimated. The Band did most of this work with assistance and advice from Mr. Graham Abernathy, a C.E.S.O. (Canadian Executive Service Overseas) Consultant.

The Timber Sale was awarded to the Anderson Lake Band on December 30, 1971, with the Lillooet District Indian Council advancing, as a loan, sufficient funds to cover the deposit.

Assistance was provided to help the Band to form their Company and, in conjunction with the C.E.S.O. Consultant, the equipment requirements were assessed. Two loans were subsequently approved, one for the purchase of equipment for the Company (some excellent second-hand equipment was acquired) and the other to finance a logging truck for Mr. Morris Thevarg, also a member of the Anderson Lake Band.

Operations commenced in May, 1972 with Mr. Arthur Thevarg, Senior, as Manager. Band members were employed as equipment operators, fallers and choaker men and a contractor was given to Morris Thevarg to provide truck hauling service.

The operation has run smoothly, and loan repayments are being met as they fall due. The prospects are good that by the end of 1974 N'Quatqua Logging Co. Ltd. can expect to own adequate equipment for a small, compact logging unit. A good example of what can be accomplished by initiative and determination on the part of an Indian Band.

## Editor's Note:

We hear that there may be as many as 3,000 to 4,000 job opportunities available in the logging industry across Canada. In the next issue of IDEAS we plan to look at the problems and prospects facing this industry and, to bring you other examples of how Indian Bands and Indian Entrepreneurs are using these opportunities to create jobs and profits.



a. A D5 Cat makes short work of log handling.

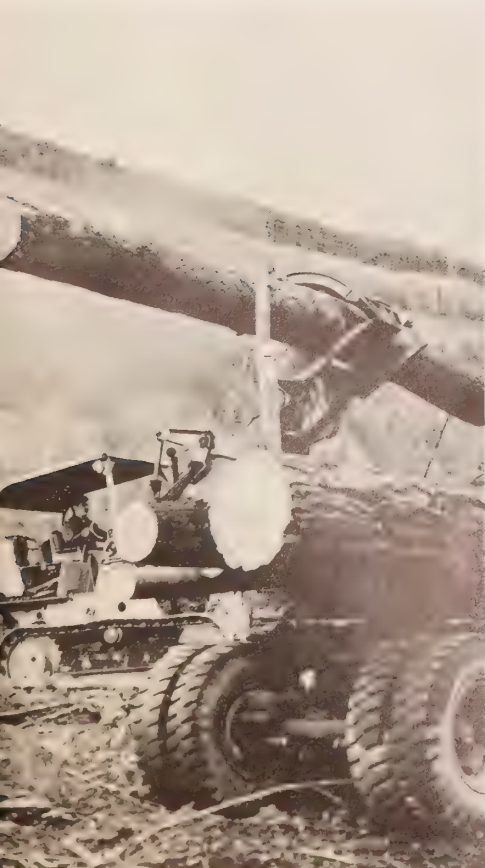
b. Another view of loader stacking logs.

c. Art Thevarg, Sr., and Stan Peters with D5B cat

d. Caterpillar tractor loading a log transporter

e. Loaded truck starting down from the logging area

f. The high lead logging system







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## Sekine Bicycle Plant

A valuable new industry has been acquired by Oo-Za-We-Kwun, the Indian training centre located on the site of a former air force base at Rivers, Manitoba.

The new industry is a bicycle plant operated by Sekine Canada Limited, a subsidiary of the world famous Japanese firm. It joins three other manufacturing operations at the training centre — Fibrelex which employs forty persons in the manufacture of canoes, Pioneer Cabinets which will employ about eighty persons and Edson Campers with a work force of fifty.

Forty-five Indians now work at the Sekine Plant, learning technical skills which they can later put to use in Manitoba's towns and cities. While they work their families receive social training which will enable them to adapt to a new way of life in Canada's modern technological society; for Oo-Za-We-Kwun is designed to be a kind of halfway house to help families who decide to move from reserves to take up a new life in the towns and cities. Families live and work at the training centre so that they can step out on their own at the end of the training period.

Oo-Za-We-Kwun, which was established by the Manitoba Indian Brotherhood and the Department of Indian Affairs, is managed by a private board. The latter includes representatives from both the Department and the Brotherhood.

The official opening of the training centre's new plant on September 8, 1973, was the result of two and a half years of negotiation between Canadian and Japanese interests. One of the Canadian participants was the Manitoba government which sent a contingent to Japan to present Manitoba's case to the Board of Directors of Sekine Limited.

The success of the negotiations has resulted in not only another training opportunity for Manitoba Indians, but also in an important export industry for Canada. Already the plant's entire 1974 production — 55,000 bicycles — has been sold through two American and three Canadian wholesalers.

At the present time bicycles manufactured at Oo-Za-We-Kwun have a 17 per cent Canadian content. This will rise to about 40 per cent over the next two years. In about one year's time the company will open a frame manufacturing section and be eligible for a DREE grant towards its initial one million dollar investment.

The Sekine plant represents an important addition to the Oo-Za-We-Kwun project.

## Fabrique de Bicyclettes Sekine

Oo-Za-We-Swun, le centre de formation des Indiens situé à l'emplacement de l'ancienne base aérienne, à Rivers, au Manitoba, a fait l'acquisition d'une importante installation industrielle.

Cette installation est une fabrique de bicyclettes exploitée par la société *Sekine Canada Limited*, filiale de la célèbre firme japonaise du même nom. Elle s'ajoute aux installations de trois autres fabricants déjà établies au centre, à savoir Fibrelex, qui emploie une quarantaine de personnes dans la fabrication de canots; Pioneer Cabinets, qui emploie quelque quatre-vingts personnes; et Edson Campers, qui compte une cinquantaine d'employés.

Quarante-cinq Indiens travaillent actuellement à la fabrique de la Sekine. Ils apprennent des métiers qu'ils pourront plus tard exercer ailleurs au Manitoba. Par la même occasion, les membres de leur famille reçoivent la formation sociale dont ils ont besoin pour pouvoir s'adapter à la vie canadienne moderne, car Oo-Za-We-Kwun a été conçu comme un point de transition destiné à aider les familles qui décident d'abandonner les réserves pour venir vivre dans une ville ou village ordinaire. Les familles vivent et travaillent au centre de formation, de sorte qu'elles sont en mesure de prendre elles-mêmes une décision à la fin de leur stage.

Créé conjointement par la Fraternité des Indiens du Manitoba et le ministère des Affaires indiennes, Oo-Za-We-Kwun est administré par un conseil qui comprend des représentants du Ministère et de la Fraternité.

L'inauguration de la nouvelle fabrique a eu lieu le 8 septembre 1973, après deux ans et demi de négociations entre des représentants canadiens et japonais. Parmi les représentants canadiens, il y a notamment eu le gouvernement du Manitoba, qui a envoyé une délégation au Japon pour présenter le projet au conseil d'administration de la *Sekine Limited*.

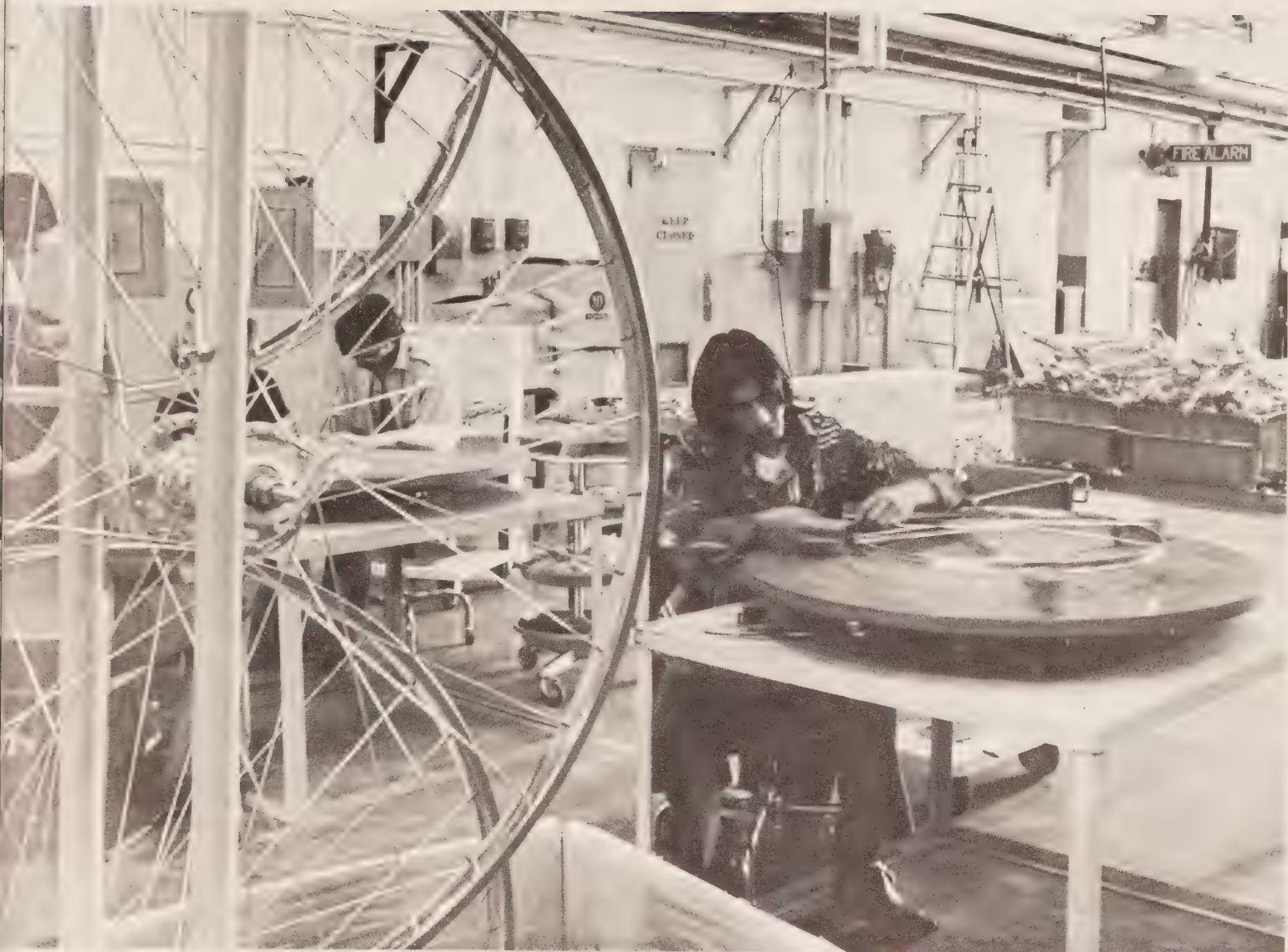
La fabrique représente non seulement une possibilité supplémentaire d'emplois pour les Indiens du Manitoba, mais elle constitue aussi une importante industrie d'exportation pour le Canada. La totalité de la production de 1974 a déjà été vendue par l'intermédiaire de deux grossistes américains et de trois canadiens.

À l'heure actuelle, les bicyclettes fabriquées à Oo-Za-We-Kwun sont canadiennes à 17 pour cent. Ce chiffre sera porté à 40% d'ici deux ans. Dans environ un an, la société ouvrira une section de fabrication de cadres et pourra ainsi recevoir une subvention du ministère de l'E.É.R. pour sa mise de fonds d'un million de dollars.

La fabrique de Sekine est une contribution importante au centre de Oo-Sa-We-Kwun.

- a. A view of the main assembly area  
La chaîne de montage
- b. Workers threading spoking machines  
Le montage des rayons des roues
- c. Instruction, how to assemble a bicycle  
Instruction relatives au montage
- d. The finished product  
Le produit fini





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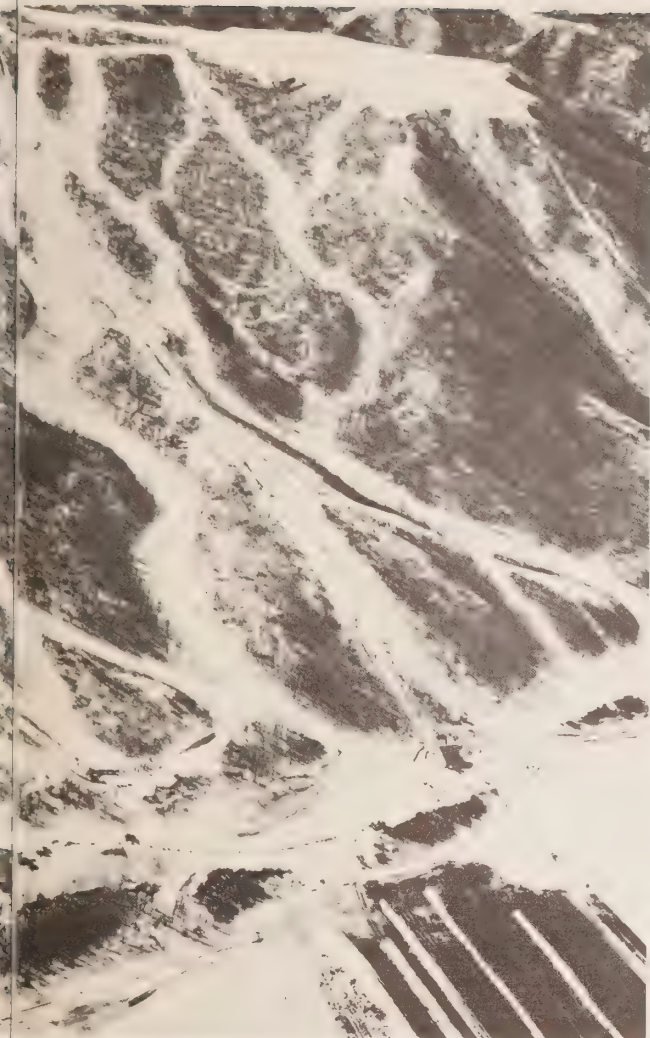
a. Ski Patrol talking with ski fans

b. Indian ladies running canteen in Chalet

c. Aerial shot of Last Oak Park Ski Resort

d. Skiers and crowds of people in front of Chalet





Official Opening Last Oak Park Ski Resort. Left to right Chief W. Francis Chairman Last Oak Park Development, Senator S. Buchwald, J. Williams, K. Sparvier Chief Cowesses, E. Barrowman Saskatchewan Minister of Natural Resources

## Last Oak Park Development Corporation

A large, multipurpose recreation development, Last Oak Park, is transforming the lives and lands of the members of the Sakimay, Ochapowace, Cowesses and Kahkewistahaw Bands in Saskatchewan's Qu'Appelle Valley.

Estimated to cost three million dollars, when completed, the complex will eventually include an 18 hole golf course, 90 campsites, a beach development, picnic areas, cottage subdivisions, access roads and an Indian theme centre in addition to the recently opened skiing facilities.

An important milestone in the long range undertaking was reached in January, 1973 with the official opening of the skiing facilities. These — the largest component of the development — include a ski lodge, with pro shop, lounge and food service; five major ski runs; lifts and a snow-making system. The Bands provided the work force for developing and clearing the slopes and for constructing and installing the buildings and tows.

The project traces its beginning to the Band's formation of an interim development committee in 1968. With the chiefs of the four reserves playing a major role, the committee proceeded to identify and assess the underdeveloped commercial potential of the reserves, using funds from ARDA and DIAND to hire outside consultants. This culminated in the establishment of the Last Oak Park Development Corporation, comprising members of the four reserves, and in the creation of a long range development plan for a recreation park complex.

In April, 1971, the Department of Regional Economic Expansion (DREE) and the Saskatchewan government signed an agreement to provide the Corporation with financial support for undertaking a

program of economic development and social adjustment involving members of the four Bands. The development was to take place in three stages and over a period of nine years.

The undertaking is now providing employment opportunities and additional income as well as work experience and training for Indians on the four reserves. Counselling and special training programs are furnished by the Saskatchewan Department of Education, the federal Department of Manpower and Immigration and DIAND.

The Last Oak Park Development Corporation is managed by Dave Acoose and is operated entirely by local Indian people. Other Band members not directly employed by the Corporation, however, are showing an interest in establishing private commercial enterprises which help to diversify the Park's services. These would include motels, gas stations and laundromats.

There were, of course, a host of problems to be overcome in launching this great enterprise. The major difficulty experienced by the Corporation was to communicate the idea of the commercial development to members of the four Bands and obtain their collective support. Another area which presented a major problem was the question of land tenure; it was a long time before the Bands finally agreed to a lease of the necessary land for the development for a specific period of years.

The Company's legal adviser is presently processing a head lease through which the Company will lease the property from the Federal Crown on behalf of the Bands concerned. The company will pay a rent to each of the bands from its profits.





# Blood Band Administration and Shopping Centre

A long standing dream of the Blood Band of Southern Alberta was realized recently with the official opening of an \$800,000 administration and shopping centre at Standoff, about 120 miles south of Calgary, Alberta.

The Shot Both Sides Building, which was dedicated October 26, 1973, houses the offices of the Blood Band administration and its departments, a branch of the Bank of Nova Scotia, public health offices, an outpatient clinic, the Standoff supermarket, a restaurant, a post office, a dentist's office and a pharmacy.

For many years the Band was largely agriculture-oriented. Agricultural leases, cattle ranching and oil leases were its principal sources of income. By early 1971, in addition to its traditional agricultural enterprises, the Band was administering a housing authority, a social services program, a large sectional housing manufacturing plant, a superette and a small restaurant.

Because of the expansion of Band activities, the administrative staff had increased rapidly and it became apparent that additional office space would be required. At this point the Band Council decided to proceed with the construction of new administrative facilities and at the same time to investigate the possibility of grouping existing Band services together in one location and of providing some additional services.

A Vancouver consultant was hired to conduct an economic feasibility study of the project and to act as Project Director.

His findings indicated that lease payments for office and store rental in a new building would provide the Band with an annual revenue of \$20,000.00 to \$25,000.00, excluding maintenance costs, and that building could possibly be paid off within a fifteen year period.

Armed with the results of this study and an agreement with Canada Safeway to supply store equipment and fixtures at a reduced rate and to train key employees, the Band approached the Indian Economic Development Fund and the Bank of Nova Scotia. The ensuing negotiations resulted in a grant from the Indian Economic Development Fund to assist in the construction of the building and a Fund-guaranteed loan from the Bank of Nova Scotia. The Blood Band also contributed from Band funds.

Despite the rapid and distinctive advances made in recent years, the Blood Council is not resting on its laurels, and continues to look towards the future with a view to improving Band services and increasing job opportunities on the reserve.

Some of the new projects under consideration include: three major industries; a new high school in Standoff; a paved road which runs directly from Standoff to Lethbridge; a convention centre in Standoff "which will be so unique from others it will be booked solid thirteen months each year"; a golf course on the reserve; a museum; a cultural arts centre; and the eventual take-over by Indian farmers of their own farm operations.



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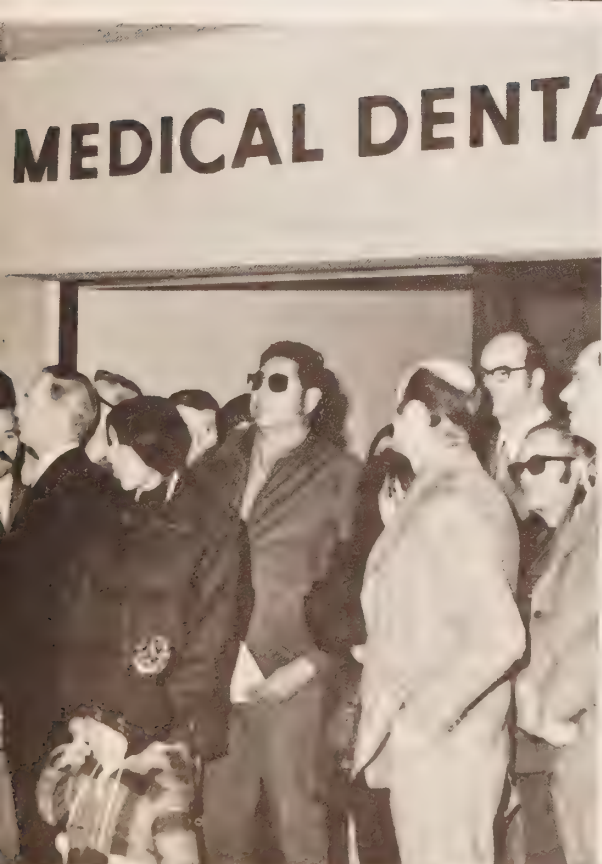


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- a. At Opening Day Ceremonies; P. Lesaux Assistant Deputy Minister, G. Fisk Design Consultant and Project Manager, Chief Shot Both Sides, E. Fox Band Manager, F. Gladstone President Red Crow Developments, D. Chatain DIAND
- b. Opening day crowds inspect the inside of the main concourse
- c. Chief Shot Both Sides Building on opening day
- d. Inside the new supermarket
- f. A young Band member has a few second thoughts
- g. A view of the restaurant





# Business Management and Finance

## "CHOOSING A BUSINESS OPPORTUNITY"

Last issue we talked about the skills and experience necessary to plan, develop and successfully run a business. The article described "a good manager" and provided information concerning small business management training.

Let's assume we have someone interested in business with some experience and technical skill. To start he should determine whether there is a need for a particular service or product in the geographic area in which he wishes to operate.

An investigation will likely reveal several opportunities. The businessman should then ask himself — What business do I want to be in? Am I prepared to meet the competition of another business? This leads him to **PLANNING**: the successful manager is a planner.

Planning means mapping a course for the future. It means deciding on objectives and selecting an approach to reach them. To establish a plan, we ask and answer questions such as —

- What are we going to do?
- When are we going to do it?
- Where will it be done?
- How will it be done?
- Who is going to do it?

The manager must also consider alternatives and decide which way he wants to go.

Once a businessman has narrowed down

the choices of products he wishes to produce or services he wishes to provide he begins to think about **THE MARKET**.

Here we are talking about customers, their location, and the extent of their needs. Successful marketing of a product or service requires correct pricing and an effective method of presentation to the customer. In his examination of the market the businessman will have to assess the existing and potential customers in terms of their number, age, sex, and family size etc. In other words, who buys what, and how? Other questions include: How much do they buy? Where do they buy? When do they buy? Why do they buy?

With a knowledge of the product or service and its potential market, the next important step is to establish the best way to reach that market. This involves a great many considerations, including:

- pricing policies
- selection of methods of sale and means of distribution
- selection and training of sales staff
- sales territories and targets
- advertising and sales promotion aids
- salesmen's compensation.

If everything points to a promising business, it might be a good idea at this point to ask for professional assistance to develop a plan of operation. This information should be assembled in such a way as to illustrate the revenues expected, the anticipated expenses, the expected profit, and the investment required to

get the business going. In addition, a businessman must think of how he will carry out and implement these plans and then control the activities to ensure that what has been planned does in fact take place.

To many small businessmen, especially those starting out, these requirements may appear excessively detailed but it is the only means of making a realistic estimate of the probable outcome of the business to be undertaken. Very many businesses fail because they omit to plan operations in sufficient detail. If you have a development idea in mind and would like to talk about it, the department will do everything possible to ensure that you receive technical help in assessing and developing your project.

In conclusion the most important single factor in deciding whether a small business enterprise will succeed, still remains the character and motivation of the owner plus his ability and determination to be a businessman and a manager.

## Economic Development Films

During the past year a number of interesting and informative films have been produced on a variety of reserve economic development projects. These films include:

### Indian Development — The Business Age

A 16 MM colour film describing the Indian ski resort at Thunder Bay, Ontario. The Snowshoe and Canoe Manufacturing Plants at Village Huron, Quebec and the Lacrosse stick plant at St. Regis, Ontario. Running time 28 minutes.

### Think Mink

A 16 MM colour film showing how the Whitefish Bay Reserve, Kenora, Ontario started a successful mink factory to create high fashion mink coats. Running time 8 minutes.

You can arrange for copies of any of these films to be sent to your reserve on loan, by contacting the local office of the Department. Additional films are being prepared at the present time.



## Service Industry Development Aids

The Department is preparing a series of small business development aids designed to help Indian businessmen in assessing the prospects for developing service industries of various kinds and in preparing any necessary financial submissions with the least amount of difficulty and delay.

The development aids, which are prepared in booklet form, are based on a step by step approach to establishing service industries. They provide standard

operating data for businesses of various types and sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

Individual booklets covering laundromats, service stations, convenience stores, supermarkets, lunch counters, bakeries, hairdressers and beauty salons, will be available from Regional Offices during January, 1974. The booklets are first being printed in a limited edition in order that your comments and suggestions can be incorporated into subsequent issues.



Dans le dernier numéro, nous avons parlé des aptitudes et de l'expérience nécessaires pour organiser et diriger efficacement une entreprise. L'article indiquait les qualités que doit avoir un bon administrateur et fournissait des renseignements au sujet de la formation à la gestion d'une petite entreprise.

Supposons maintenant qu'une telle personne qui possède une certaine expérience et les aptitudes techniques nécessaires, désire se lancer dans les affaires. Elle doit d'abord déterminer si la région dans laquelle elle souhaite s'implanter recherche le service ou le produit qu'elle projette assurer ou fabriquer.

Une étude indiquera probablement l'existence de plusieurs possibilités intéressantes. L'homme d'affaires doit alors se demander quel domaine l'intéresse et s'il est disposé à accepter la concurrence. Il doit ensuite en venir à la PLANIFICATION, car un bon administrateur doit être un planificateur.

Planifier, c'est préparer l'avenir. C'est établir des objectifs et choisir les moyens de les atteindre. Pour établir un plan, il faut se poser les questions ci-après et être en mesure d'y répondre:

- Quel est mon programme?
- Quand vais-je pouvoir le mettre en oeuvre?
- Où sera-t-il mis en oeuvre?
- Comment?
- Par qui?

## Gestion et Financement d'entreprise

Le bon administrateur décide aussi des diverses solutions possibles et de celle qu'il désire adopter.

Une fois qu'un homme d'affaires a décidé des produits qu'il désire fabriquer ou des services qu'il désire offrir, il doit aussitôt envisager la question de MARCHÉ.

Il détermine alors la clientèle potentielle, sa localisation et l'ampleur de ses besoins. La commercialisation d'un produit ou d'un service exige la fixation de prix appropriés et l'application d'une méthode efficace de présentation. Dans son étude du marché, l'homme d'affaires doit estimer la clientèle actuelle et potentielle et en déterminer le nombre, l'âge, le sexe ainsi que l'importance numérique des familles. En d'autres termes, il doit se demander qu'est-ce qu'on achète, qui fait les achats et de quelle manière? Il doit aussi se demander quelle quantité, où, quand et pourquoi l'on achète.

Ayant décidé du produit à fabriquer ou du service à offrir et ayant déterminé les possibilités du marché, l'homme d'affaires cherche ensuite le meilleur moyen d'atteindre ce marché. Pour ce faire, il envisage notamment les questions suivantes:

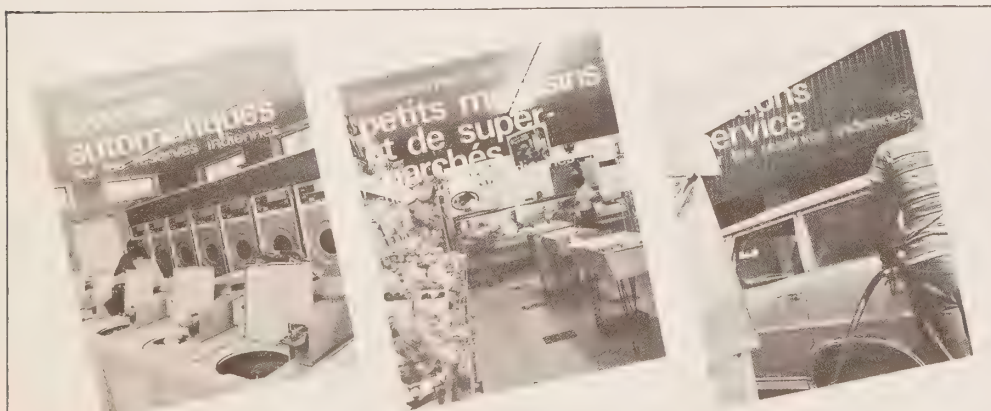
- la politique des prix
- le choix des méthodes de vente et des moyens de distribution
- la sélection et la formation de personnel de vente
- les territoires et objectifs de vente

- les moyens de publicité et de promotion des ventes
- la rémunération des vendeurs

Si l'affaire semble vouée au succès, il y aurait peut-être lieu, à ce stade, de demander à des spécialistes d'établir un plan d'exploitation. Ce plan devrait contenir des prévisions de recettes, de dépenses et de bénéfices et il devrait indiquer la mise de fonds nécessaire au démarrage de l'entreprise. De plus, l'homme d'affaires doit déterminer de quelle manière il mettra le plan en oeuvre et doit s'assurer que celui-ci est effectivement mis en oeuvre.

Pour de nombreux petits hommes d'affaires, notamment pour ceux qui débutent, ces exigences paraîtront excessivement sévères. Nous pensons toutefois qu'elles sont indispensables pour faire une estimation réaliste des résultats probables d'une affaire projetée. L'échec d'un très grand nombre de petites entreprises est dû au fait qu'on n'a pas établi un plan d'exploitation suffisamment détaillé. Si vous voulez nous consulter pour une affaire que vous aimeriez lancer, soyez assuré que le Ministère fera l'impossible pour vous assurer une aide technique en vue d'évaluer et de réaliser votre projet.

Pour conclure, précisons que le principal facteur du succès ou de l'insuccès d'une petite entreprise tient à la personnalité et à la motivation de son propriétaire, ainsi qu'à sa capacité et à son désir d'être à la fois un homme d'affaires et un administrateur.



*Moyens de création d'industries de services*

Le Ministère est en train de mettre au point une série de moyens de création de petites entreprises afin d'aider les hommes d'affaires indiens à évaluer les possibilités qui existent dans les divers genres d'industries de services et de leur faciliter l'établissement des documents financiers nécessaires.

Ces moyens, qui sont indiqués dans une brochure, ont pour but de permettre la création échelonnée d'industries de services. Ils fournissent des données d'exploitation ordinaires pour des entreprises de divers types et de diverses tailles, ainsi

que des modèles de travail pour l'exécution d'études et d'estimations, de même que des renseignements sur les sources d'aide technique et financière.

On pourra, à partir de janvier 1974, se procurer aux bureaux régionaux diverses brochures portant sur l'exploitation de blanchisseries automatiques, de stations-service, de magasins de dépannage, de supermarchés, de débits casse-croûte, de pâtisseries, de salons de coiffure et d'instituts de beauté. Les brochures seront d'abord publiées en un nombre limité, afin qu'elles puissent ultérieurement tenir compte des observations et suggestions que vous pourriez faire.

### Films sur le développement économique

Au cours de la dernière année, on a tourné un bon nombre de films à la fois intéressants et instructifs sur divers projets de développement économique mis en oeuvre dans des réserves. Parmi ces films, citons les suivants:

*Indian Development* (évolution des Indiens)

*The Business Age* (l'âge des affaires)

Film couleurs en 16 mm, décrivant la station de ski indienne de Thunder Bay, en Ontario, les fabriques de raquettes et de canots du village Huron, au Québec, et la fabrique de bâtons de crosse de Saint-Régis, en Ontario. Durée: 28 minutes.

*Think Mink* (Pensez "visons")

Film couleurs en 16 mm montrant comment la réserve de Whitefish Bay, située à Kenora, en Ontario, a créé une entreprise florissante de confection de chics manteaux de vison. Durée: 8 minutes.

Vous pouvez emprunter des exemplaires de tous ces films, pour les projeter dans votre réserve, en vous adressant au bureau local du Ministère. On tourne actuellement d'autres films sur le même sujet.





*Painting one of the new houses on the Sechelt Reserve*



*Calvin Joe standing in front of his Company van*

## Calvin Joe's Decorating Company

Calvin Joe of British Columbia's Sechelt Band is the proud owner of a home decorating company which last summer provided full employment for six painters.

The company came into being after the Sechelt Band decided to have all the houses in their reserve's new subdivision painted inside and out (the houses had been purchased from the Canadian Armed Forces Base at Ladner and then

shipped to the reserve). With the help of a small loan from the Indian Economic Development Fund Mr. Joe started up his company to fill the need.

When not working under contract to the Band Council the young entrepreneur does both plumbing and decorating jobs in the neighbouring community of Sechelt, which is located a short distance north west of Vancouver.

## A Message from the A.D.M.

## Un message du S.M.A.

*Ideas is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Jean Chrétien, Minister of Indian Affairs and Northern Development.*

*Please address all correspondence to the Editor, Ideas, Room 630, 400 Laurier Avenue, West, Ottawa, Ontario, K1A 0H4, telephone 613-995-8603.*

*Editor — W.A. Lewis*

*Assistant Editor — Norma Burlington*

*Editorial Advisory Committee — W. Brant, F.R. Goodleaf, M.E. Jamieson.*

The Christmas issue of IDEAS also marks its first anniversary as a publication. I hope that you have found the newsletter interesting and informative and that it has been of practical value in creating a flow of useful information about reserve economic developments.

The past year has been a time of significant achievement for Indian people, it saw the inauguration of major enterprises in manufacturing, resource processing, real estate and in the service industries. These achievements and others now in process of development will stand as fine examples of Indian creativity and success in the world of business and will give encouragement to other Bands to follow.

May I take this opportunity to congratulate the Indian businessman for his achievements in 1973 and wish him a happy Christmas and a prosperous new year. I would also like to thank at this time, the Indian Editorial Advisory Committee for IDEAS, who so kindly devoted their time and effort to the publication.

P.B. Lesaux,  
Assistant Deputy Minister,  
Indian and Eskimo Affairs.

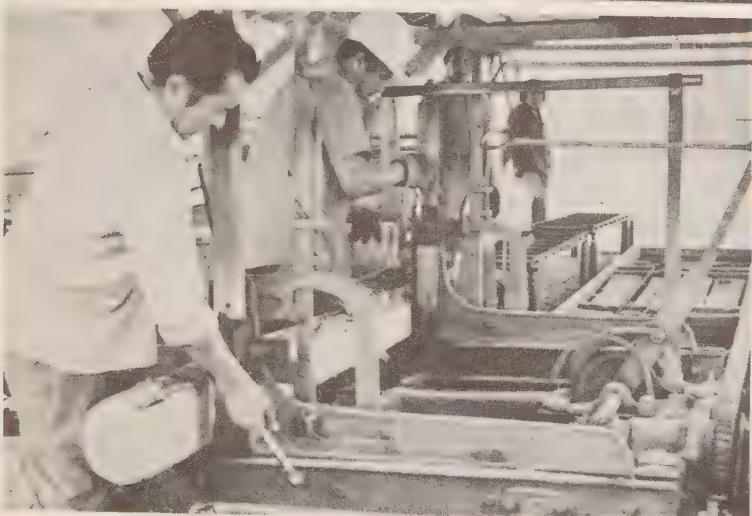
Le numéro de Noël d'IDEAS (IDÉES) marque le premier anniversaire de cette publication. J'espère que vous l'avez trouvée à la fois intéressante et instructive et qu'elle vous a fourni des renseignements utiles pour le développement économique des réserves.

L'année écoulée a été l'occasion d'importantes réalisations chez les Indiens. On a inauguré d'importantes entreprises de fabrication, de transformation de ressources, de gestion immobilière et de prestation de services. Ces réalisations et d'autres qui sont actuellement en cours illustreront la créativité et la compétence des Indiens dans le monde des affaires et favoriseront la participation de nouvelles bandes.

Permettez-moi de profiter de l'occasion pour féliciter les hommes d'affaires indiens pour leurs réalisations de 1973 et pour leur souhaiter un joyeux Noël et une nouvelle année prospère. J'aimerais aussi remercier le personnel rédactionnel indien du comité consultatif de la revue IDEAS, qui a si aimablement travaillé à la préparation de la publication.

P.B. Lesaux  
(Affaires indiennes et esquimaudes)  
Le sous-ministre adjoint





From The Editors

# ideas idées

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 Ottawa, K1A 0H4, Canada



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## The Shong-Way-Shi Corporation

The Shong-Way-Shi Corporation, an all Indian company located 60 miles south of Kenora, Ontario, engages in a business unique to North America -- the manufacture of fur coats from tiny pieces of fur.

About 2,500 small pieces of fur, which have been purchased from furriers in New York, Chicago and Montreal, are sorted, matched and sewn to make one high fashion fur coat. At a recent fur fashion show in Montreal these coats sold for \$575. each at wholesale price. "That's \$75.00 a coat more than our competitors were getting", says Shong-Way-Shi Manager Maurice Thibodeau. "That proves the high quality of our coats."

The 40 Ojibways who are employed by the recently opened \$125,000.00 factory are competing in a market that was once the exclusive preserve of the people of Kastoria, Greece. Between 5,000 and 6,000 of Kastoria's 20,000 citizens earn their living by buying tiny fur pieces and sewing them into plates 46 inches by 96 inches. They then sell the plates back to the world's furriers for use in the manufacture of vests, coats, hats and other fur garments.

The Whiteface Bay Ojibways have also been making fur plates. Recently, however, they decided to manufacture fur coats as well and thereby improve their competitive position. That's why they were at the Canadian Fur Fashion Show held in Montreal. There they not only sold their existing inventory and collected orders for more coats, but they also received requests from department store buyers for an expanded line.

Funds for launching the enterprise have come from the Province of Ontario, DREE, the Department of Manpower and Immigration and the Indian Economic Development Fund. Two specialists have been hired to get the operation rolling smoothly. One was contracted from the private sector to act as manager, the other was brought over from Greece to provide instruction in the assembling of the fur plates and coats. As their contracts call for them to train Indian replacements, they will move on after training is completed, leaving the Indian people to run everything themselves.

At first it was difficult for the Indian people to acquire the type of work habits demanded by this sort of endeavour, but now everything appears to be going well. Without a doubt, the Band is enthusiastic about the undertaking. As Councillor Allen White remarked, on observing the reaction of hard headed furriers to the Shong-Way-Shi coats at the fair, "This is really fantastic. We're certainly onto a good thing."

1. Whitefish Bay Band Chief Andy White stands by Shong-Way-Shi Corporation President Richard Bird in sewing area of the corporation's fur factory.

2. Caroline White, wife of Whitefish Bay Chief Andy White, models one of the first high fashion fur coats made at the all-Ojibway Shong-Way-Shi Corporation factory.

3. First Greek Instructor George Giron (right) teaching Allan White, (left), Past-President of the Corporation, how coats are made from thousands of tiny pieces of fur.





# Manitoba's First Indian Owned Supermarket

Manitoba's first Indian-owned and operated supermarket, an enterprise which combines lower prices with business profits, opened recently on the Fairford Reserve 120 miles northwest of Winnipeg.

Compared with many other supermarkets, it's rather small - a 30 by 110 foot building housing about \$35,000.00 worth of stock that ranges from clothing and hardware to fresh fruits and meats. Nevertheless, the project is noteworthy because of the breakthrough it represents in Indian Band economic development. It came into being largely because the people of the reserve wanted to have their own store and were prepared to marshal their own resources and then seek financial assistance from Government and private sources to obtain one.

The Canadian Imperial Bank of Commerce at Ashern supplied most of the financing for the store, providing money for inventory and operating capital. The Indian Economic Development Fund guaranteed the bank loan and furnished grants for the building, equipment and the hiring of a qualified manager to train store employees.

About 150 of the reserve's 762 residents shop at the store each day choosing from supplies that are brought in twice a week from Winnipeg by the Band's own driver and three-ton truck. Shoppers now have access to a greater variety of quality foods and general merchandise than before and in addition, the profits which result from the store's operation remain within the Band.

Maybe it's because of what the store represents that Angus Woodford left his job in Winnipeg to return to the reserve and become a management trainee. Perhaps when he becomes manager of the enterprise, after the present manager's tenure has expired, the Band will be launched on still another expansion -- the construction of a service station across the street from the supermarket.



1. A view of the Fairford Shopping Centre.
2. A small girl discovering where the ice cream is kept.
3. An interior view of the very well kept store.





# Lennox Island Co-operative

Assigning people to jobs they enjoy and do well largely accounts for the progress of the recently established Lennox Island Co-op Association, claims Chief Jack Sark, Secretary Treasurer and General Manager of the Prince Edward Island Co-operative.

This probably came to mind when Chief Sark contemplated the Association's achievements to date: the acquisition of 22 head of beef cattle; the sale of \$4,000.00 worth of freshly caught lobster; the preparation of \$30,000.00 worth of oysters for the fall market; the trapping of large numbers of eels and the opening of a shop to sell handicrafts made by members of the Micmac Band. For an undertaking which began the active phase of its operations only last spring, this is quite an impressive record.

The Band conceived the idea of a co-op in the winter of 1971-1972 when irregular family incomes, rising unemployment and depopulation of the reserve were damping spirits and predicting a bleak future for its members. Fortunately interest in the concept proved strong enough to launch a series of meetings in May, 1972. From these emerged the planning which went into obtaining a provincial charter, negotiating for financial assistance, establishing the direction the enterprise would take and selecting and training the people who would participate in it.

Financial assistance was provided by the Royal Bank in Charlottetown and by the Indian Economic Development Fund which furnished grants and guaranteed bank loans for fixed and working capital.

Today almost 20 people - half the potential labour force of the Band - work in some capacity for the Co-op. Some of the Micmacs are involved in growing corn for beef cattle silage, others are engaged in oyster farming and trapping eels, while still others catch lobsters or run the handicraft shop. In some of these pursuits old skills are being revived, but in others, such as oyster farming new ones are being developed with the aid of outside consultants.

The whole venture was given a tremendous boost this summer when a new causeway-bridge linking Lennox Island with the rest of Prince Edward Island was opened. It allows tourists to come to Lennox Island and permits the export of the Co-op's farm and fishery products.

Things are certainly looking up for Lennox Island's Micmac Band.

1. The Lobster Fishing Boat — John Francis (middle) is in charge of the operation.

2. Jack Sark examining a string of oysters, the dots on the shells are oyster spats.

3. Joe Labobe trying to hold onto an eel he has just caught.

4. Left to Right:

Front — Irene Labobe (Handicrafts),  
Mrs. John Francis (Band Secretary),  
Marlene Sapier (Cooperative Secretary, Bookkeeper)

2nd Row — John Peters (Cooperative President),  
Jack Sark (Cooperative General Manager, and Chief of Band),  
Joe Labobe (Fisheries Manager),  
Joe Thomas (Farming Manager).

5. A corn harvester with Joe Thomas (rear) the Farming Manager.

6. Joe Labobe inspecting this year's corn crop.

7. A view of the busy Handicraft store.

8. Interior view of the Arts and Crafts Shop.

9. Well displayed Arts and Crafts.

## Fisheries Division





## Management



## Arts and Crafts Division



## Agricultural Division





# Manitou Rapids' Sawmill and Wood Manufacturing Operation

A Band-operated sawmill and wood manufacturing operation has brought decided economic and social benefits to the Ojibways of Manitou Rapids in Northwestern Ontario. Similar benefits are also being enjoyed by neighbouring reserves where timber is cut for hauling to the Manitou operation.

Money earned from the sawmill has enabled Indian people to establish good credit ratings in the local towns. The merchants and townspeople know that Indian people involved in the sawmill venture pay their bills on time and earn their own way. Consequently, a new feeling of mutual understanding has developed between white and Indian people.

Business is so good at the Manitou Rapids Sawmill that 16 Indians from nearby reserves find year round employment there and additional work is provided on two other reserves by the timber cutting operations. Negotiations are underway with three other reserves which have timber resources, for the supply of lumber to the Mill.

An ambitious expansion program largely accounts for the need for more and more lumber. The expansion will cost about \$335,000.00, of which at least \$90,000.00 will come from revenue generated by the Sawmill.

The project got underway two years ago when local Canadian National Railways officials inquired if box car doors and railway ties could be made at Manitou Rapids which is situated about 20 miles west of Fort Frances, Ontario. The Indian people had the necessary timber and workers. Could they cut and mill the lumber and then make the doors and ties?

The matter was discussed with Band Council and the Council decided to go ahead with the scheme. Willie Wilson, a Councillor and Vice-President of Manitou Enterprises, said the Council supported the idea because it was such a contrast to the traditional "make-work projects which create nothing -- no revenue of any sort."

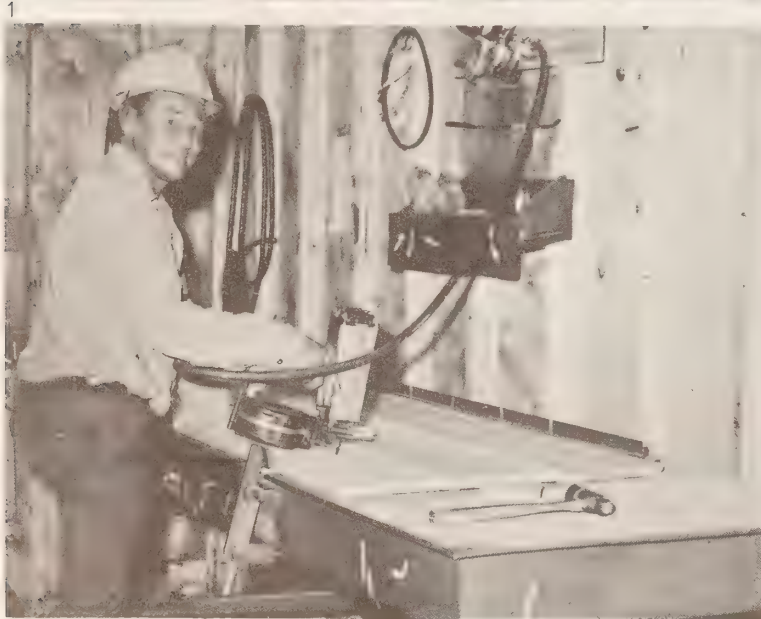
The labour intensive mill operation seemed ideally suited to the Indians' needs. "We're not after the almighty dollar," says Mr. Wilson. "All profit will be turned back into the community." What's really important, he claims, is that Indians are earning good money on their own reserves and getting into the habit of working for a living. "Once you get the work habit -- the habit of working -- when a job runs out you create another one," observes the Councillor.

As the Manitou Rapids Ojibways had no experience in operating a mill, they had to launch their operation by the trial and error method. "One of these days we might make a fantastic mistake," says Willie Wilson, "but it will be OUR mistake."

Like any other businessmen starting a new business, they encountered a million and one problems. One of the biggest of these was financing. Nevertheless, by making imaginative use of their own funds, government make-work programs and borrowed funds, they were able to overcome the initial problems and reach the stage where approximately \$100,000.00 could be invested in expansion.

Manitou Enterprises took advantage of such programs as the Local Initiatives Program and The Work Opportunities Program to pay for the cost of building logging roads and for cutting timber. In this way the loans required, especially during the difficult early stages, were kept to a minimum. This enabled the Band to use a large part of their revenue to improve the mill's production capacity.

The mill is now economically healthy and the Company has a proven track record which makes its expansion plans feasible in the eyes of government and private backers.



1. Planing mill.

2. Nailing box-car doors, Manitou Enterprises.

3. Howard Fanjoy, Calvin Bombay, President of Manitou Enterprises, and Willie Wilson, Vice-President of Manitou, go over expansion plans at site of current operation.



# Finger Lakes Lodge - A Sportsman's Paradise

Imagine, if you can, the incomparable thrill of landing a fighting Arctic Char, weighing 10, 20 pounds or even more, perhaps much more! Then imagine yourself performing this feat in a vast water-studded wilderness where majestic rolling hills and bright arctic flowers strike a note of grandeur.

That's the scene at Finger Lakes, an isolated, unspoilt paradise in Northern Quebec where giant fish abound and where visiting sportsmen can find comfortable accommodation at Finger Lakes Lodge, one of an expanding network of fishing and hunting camps owned by Eskimos and Indians.

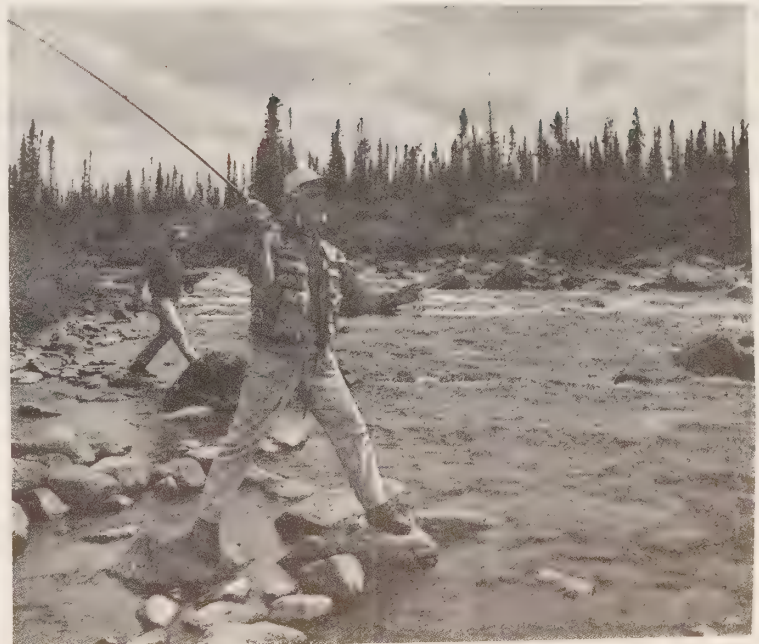
Finger Lakes Lodge is actually two camps approximately 10 miles apart, one at the north end of Finger Lakes, which is 75 air miles west of Fort Chimo, and the other at the south end. Each camp boasts modern plywood cabins with complete washroom, shower and toilet facilities in addition to a kitchen-dining room and manager's quarters. Accommodation is available for six guests at each site.

The proprietor of Finger Lakes Lodge is Tom Cain, an Eskimo leader who hails from Leaf Bay, a settlement in the heart of the Eskimos' ancestral fishing and hunting grounds, 16 miles north of Finger Lakes. It was Mr. Cain who instigated the purchase of the Camp, believing that it would provide badly needed employment for those members of his community who were existing entirely on welfare benefits supplemented by fishing and limited trapping.

To purchase the Camp and finance his operating expenses Tom Cain obtained assistance from ARDA and the Indian Economic Development Fund. They supplied grants, loans, a competent manager to train the new proprietor and a cook to train Eskimo women and guides in the preparation of meals.

Prior to this none of the Eskimos had had any experience in the tourist industry or any related field.

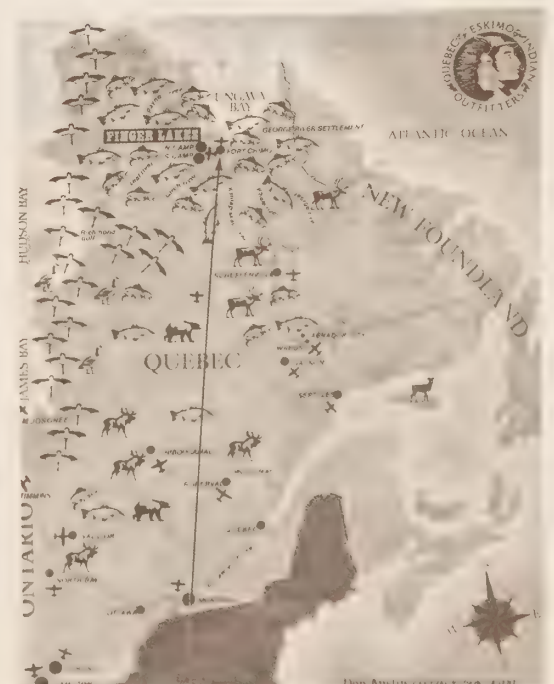
Sportsmen who wish to book into Finger Lakes or any of the other affiliated Indian, Eskimo owned camps in Northern Quebec and Labrador contact a central booking agency, The Quebec Eskimo Indian Outfitters at Rawdon, Quebec (P.O. Box 520). This agency makes reservations, answers all queries pertaining to the camps, places advertising material in magazines, makes the necessary arrangements for outdoor writers and film crews and sends circular letters to all sportsmen on its extensive mailing list.



1



3



2

1. Fly casting for speckled trout.
2. Fishing and hunting map of the province of Quebec.
3. Experienced local guides.



Very few people, Indian or non-Indian, when first starting up a business, have all the skills and experience necessary to plan, develop and profitably run a business. A good manager must learn to establish reliable sources of supply, operate the business efficiently, plan ahead properly and find or attract customers. The fact that a person considering going into business does not have all of the desirable qualifications need not be a major stumbling block.

The Economic Development Branch has undertaken, in co-operation with the Director, to establish across Canada small business management training projects which will help people with limited experience in business to become successful business managers.

The course, designed by the Department of Manpower, aims to develop competence in areas directly related to the daily operation of a business and also to help the participants:

- 1) Acquire self-confidence, and a sound sense of responsibility;
- 2) Improve their judgement and decision-making skills;
- 3) Discover how to best choose between alternative business opportunities; and
- 4) Develop the human relations skills necessary to deal in a satisfactory way with customers, suppliers and bankers.

This is a practical course, based on participants' needs. Instructors lead the discussion and guide the participants through a personal learning experience. The course will be several months in duration and participants can be assisted with most of the costs involved.

For more information on this course as well as on other ways of obtaining small business management training, contact your nearest Regional or District Indian Affairs Office.

Lorsqu'ils fondent une entreprise, très peu de gens, qu'ils soient Indiens ou non, possèdent les connaissances et l'expérience nécessaires pour organiser, développer, diriger et exploiter avec profit une entreprise. Un bon administrateur sait trouver des sources d'approvisionnement fiables, gérer l'entreprise avec efficacité, planifier convenablement, trouver et attirer les clients. Cependant, le fait que vous ne possédiez pas toutes ces qualités ne veut pas nécessairement dire que vous êtes incapable de gérer une entreprise.

La Direction du progrès économique a accepté d'organiser dans tout le Canada, en collaboration avec le Directeur, des stages de formation en administration à l'intention des personnes qui ont peu d'expérience dans ce domaine, mais qui veulent réussir comme administrateurs.

Le cours est conçu par le ministère de la Main-d'oeuvre et il vise à augmenter la compétence des élèves dans des domaines reliés directement au fonctionnement quotidien d'une entreprise et à les aider à:

- 1) acquérir la confiance en soi et un solide sens des responsabilités,
- 2) améliorer leur jugement et leur aptitude à prendre des décisions,
- 3) apprendre à choisir les meilleurs débouchés et
- 4) acquérir des aptitudes à établir de bonnes relations humaines afin d'avoir des rapports satisfaisants avec les clients, les fournisseurs et les banquiers.

Il s'agit d'un cours pratique organisé à partir des besoins des élèves. Les moniteurs dirigent les discussions et orientent les participants vers une expérience d'apprentissage personnel. Le cours durera plusieurs mois et les stagiaires ont droit à une aide financière substantielle.

Pour obtenir de plus amples renseignements sur ce cours ainsi que sur les autres façons d'acquérir une formation en gestion de petites entreprises, communiquez avec le bureau régional ou le bureau de district des Affaires indiennes le plus proche.

## LETTERS TO THE EDITOR

Dear Sir:

We have been fortunate enough to receive a copy of volume one, No. 2 (June, 1973) of your publication. We are very favorably impressed by it. It is very encouraging to find a publication devoted to promoting positive aspects of native life in our county today.

We are prepared to distribute copies of your June, 1973 edition to all schools in Alberta on the same basis as we normally distribute the Social Studies newsletter THE SOCIAL STUDIES SCENE, on an occasional basis each year. This would require thirty five hundred copies. Would you be prepared to supply that quantity of this publication to us for this purpose? We would also like to encourage schools throughout the province to avail themselves of the opportunity to receive this publication on a regular basis.

You may be interested in knowing that the Alberta Department of Education has held a number of meetings with representatives of native peoples in the province and that we are in the process of establishing Cross-Cultural Education Curriculum Committees that will focus attention primarily upon native peoples, their culture and their heritage.

Thank you for giving the foregoing your consideration.

Yours sincerely,

(sgd.) H. G. Sherk,  
Associate Director of Curriculum  
Dept. of Education  
Province of Alberta.

Dear Sir:

Recently I attended a meeting on Economic Development and someone had your paper and I became so interested in it, so I didn't give it back to him, and I would certainly appreciate if you would put me on your mailing list.

I think this kind of paper is so informative and also encourages individual Indian and Indian Bands to go into their own business.

It also gives an insight on what Indians can do and do it well.

In your future issues please send a copy to me to the address below.

Yours truly,

(sgd.) Victor John Martin  
Economic Develp. Worker  
Moose Lake Indian Band  
Moose Lake, Manitoba






Volume 1 No. 2 June 1972

# ideas idées

A business newsletter for the Indian Community. Built for a future based on collective wisdom.

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 Indian and Northern Affairs  
 Affaires indiennes et du Nord  
 Ottawa, K1A 0H4, Canada



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# HIGH-RISE WINDOW CLEANING

Washing windows 34 floors up in the sky, swaying on scaffolds across the faces of towering skyscrapers is an exhilarating feeling. It is also exciting to know that the six-man window-cleaning firm which cleans windows throughout Toronto's high-rise canyon belongs to you.

That's the way things are for 30 year old Harvey Brant who is celebrating the first year of running his own window cleaning business, Mohawk Window Cleaners.

The enterprising Mohawk believes that washing high rise windows is just a logical extension of the work traditionally performed by Mohawks, who with their unique sense of balance, construct the steel girder towers which dot North America's urban landscape. Isn't it dangerous? "Only when you get too self-confident", Mr. Brant says.

Harvey Brant has worked hard all his life. Even now that he owns his own window cleaning business, he's putting in 12 and 16 hour days. But it's different when you're putting those kind of hours into your own business. You know the rewards that lie ahead of success gained through hard work and dedication. Already he is branching out into related fields such as metal cleaning and home remodelling.

"Everything I ever went after, I got", this energetic young businessman says. "But you've got to work hard at it".

Harvey Brant has one big thing going for him. There is no shortage of windows to be washed in smog-clogged Toronto. "They'll always need washing", Brant says with a confident smile.

*Harvey Brant, Mohawk Window Cleaners' owner operator cleans the windows of a Toronto high-rise tower.*

# DRIVING A LUXURY TRUCK

Al Eastman is a 32 year old Manitoba Indian who, after years of driving a truck for somebody else, has finally realized his cherished ambition — to own and operate his own highway tractor unit.

At one time Al moved from truck to truck and job to job. Now he has steady work — and a chance to make a really good living.

Today he and an employee driver, Harry Orvis, cover 16,000 to 20,000 miles a month under contract with Leamington Transport driving Al's 10-wheeled tractor unit to haul 45 foot trailers between points in Alberta, Manitoba and the United States.

Almost overnight, Mr. Eastman has become a small businessman. The new role poses new obligations such as keeping books and records, but, nevertheless, the young entrepreneur is excited with the change.

"I'm very happy", he says. "It's what I've always wanted to do — to prove that I and any other Indian can work for something better." He thinks more Canadian Indians should seek to become small independent businessmen by using the assistance available to them.

Al Eastman has always liked driving a truck, but he enjoys it even more now that the vehicle he operates belongs to him. A luxurious unit it is too, complete with a bunk, air conditioning and a stereo tape deck.

*Owner Al Eastman, right and his co-driver Harry Orvis.*

*Ideas is a quarterly review of developments of interest to the Indian business community. It is published under the authority of the Honourable Jean Chrétien, Minister of Indian Affairs and Northern Development.*

*Please address all correspondence to the Editor, Ideas, Room 630, 400 Laurier Avenue, West, Ottawa, Ontario, K1A 0H4, telephone 613-995-8603.*

**Editor — W.A. Lewis**

**Editorial Advisory Committee — W. Brant, F.R. Goodleaf, M.E. Jamieson, N. Burlington**







1

# KIL-SLI NATIVE ARTS AND CRAFTS

Located in the heart of Vancouver's business section in the dramatic new Royal Towers Mall, "Kil-Sli" Native Arts and Crafts retail outlet is the result of a good idea and a lot of hard work by the B.C. Indian Homemakers Association. It's also a good example of help and co-operation from many people and organizations including both Provincial and Federal Governments.

The idea for the Native Arts and Crafts outlet was contained in a presentation made to the Regional office of D.I.A.N.D. in March of 1972 requesting assistance to get the project under way. An interesting aspect of the proposal was an assurance by the Provincial Government to pay the rental costs of the store for the first five years with funds from the First Citizens Fund.

P.S. Ross Management Consultants were retained to carry out a feasibility study for a retail outlet of this type in the Royal Towers location. The results were favourable and financing was obtained for operating capital, leasehold improvements and inventory, and also for start up costs including salaries, travel (for buyers), legal, and accounting.

With financing organized and the decision to proceed, the Board of Directors of the Homemakers Association appointed two outside directors to the company, with special expertise in the retail marketing field. Mr. R.W.

Vandermark and George Jacob, both instructors in Marketing Management at B.C.I.T.

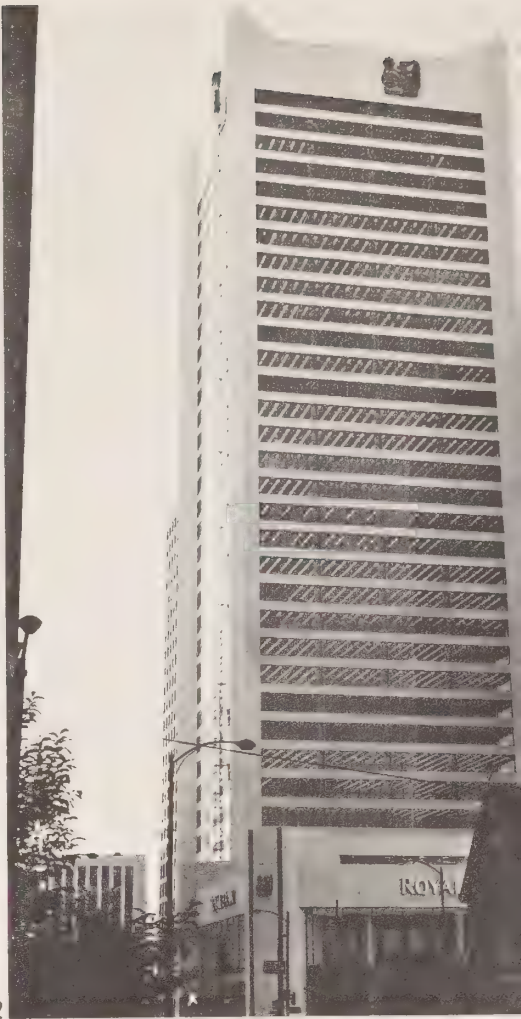
Kil-Sli Native Arts and Crafts is a limited company with its shares held in trust for the membership of the B.C. Indian Homemakers Association. Three directors of the association, Mrs. Rose Charlie, Mrs. M. Mussell and Mrs. Bernice Robson have voting control of the trust.

Mrs. Rose Charlie is president of the Association and also president of the company.

Most of the buying for their busy store has been carried out by it's Manageress Mrs. Minnie Croft. Her main concern will be to keep sufficient merchandise on hand.

A purchasing network will be set up throughout the Province and it is hoped that encouragement of artists will become an important part of the store's activities.

Some buying is handled through crafts co-operatives in other provinces and it is planned to have the store carry a good representation of native arts and crafts from across Canada.



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1. Customers shop for arts and crafts at Kil-Sli.
2. The new Royal Towers building in downtown Vancouver.
3. An attractive display in the front window of the new Kil-Sli Native Arts and Crafts retail outlet.



# SADDLE LAKE CENTENNIAL DEVELOPMENT ASSOCIATION

The Saddle Lake Centennial Development Association, in northern Alberta, is a successful Indian owned and operated corporation. They have recently acquired the financing to operate their large 12,000 acre farm.

Presently they are seeding 1,000 acres in wheat; 5,800 acres in barley; 1,300 acres in forage crop and allowing 1,700 acres for summer fallow.

They have just acquired two Bearcat Tractors in addition to drills, rock pickers, combines and the other equipment required for a viable farming operation. They have installed 44 large granaries, three small granaries and a grain dryer. For their cattle needs, they are fully equipped with fenced pasture, corrals and the necessary buildings.

The project was originally spearheaded by two board members, Mr. Tom Cardinal and Mr. Ralph Steinhauer in 1967. From the beginning, it has been a band project. Chief Joe Cardinal and his Councillors have given their full support to the project. The Manager of the operation is Mr. Jim Hunter.

The Chairman, Mr. T. Cardinal, and the eight other Committee Members can be justly proud of their accomplishment on the Saddle Lake Reserve.







- 5
1. Tom Cardinal (right) Chairman and Herb Cardinal, secretary of the Association.
  2. Some of the 44 Granaries, each of 4,400 bushel capacity.
  3. Seeding Barley using a new press drill.
  4. "Bear Cat" 4 wheel tractor pulling cultivators and harrows.
  5. Loading a seed drill.
  6. Joe Large, left, a Board Member of the Association, assisted by Norman Crane in treating fence posts with preservative.
  7. Behlen grain dryer, 1500-2000 bushel batch capacity.
  8. Cattle in feed lot.



# LOUIS BULL MANUFACTURING COMPANY LTD.

Manufacturing drapes for the Mobile Home Industry. This was the brainchild of the Louis Bull Band whose reserve is located in Alberta.

How the Band implemented their imaginative scheme is especially noteworthy. The Council first of all determined that there was a market for their product. Then they proceeded to invest \$25,000 of band funds in the renovation of an old school house on the reserve and in the purchase of the necessary capital equipment.

Subsequently the Band formed a limited company and applied for finance to cover operating expenses. The company then made a major decision to hire an outside experienced manager to direct the new factory for at least two years.

The application for financing was approved and on January 2, 1973 Mr. Murray Saidman, formerly of Murray's Draperies in Edmonton, began working for the Company as manager. In April the company began operations, employing ten Band members. A six week Canada Manpower training programme was also launched simultaneously.

The factory intends to specialize in drapes for mobile homes, but it also finds itself filling orders for department stores, motels and private homes in Edmonton.

The Louis Bull Manufacturing Company is off to a well organized start. Its methods could easily serve as a good example to other Bands wishing to undertake similar business ventures.



1

1. The Company is equipped with the latest equipment to manufacture the many styles and types of drapes ordered by their customers.
2. The Louis Bull Manufacturing Company employs 10 band members. One of the many jobs is the sewing of the drapes, with training by the Manpower Training Program.
3. The Louis Bull Manufacturing Company renovated this old school house for their successful drapery business.

2



3





# CHEZ HAIR

Early this year Linda Maloney opened the newest and brightest beauty salon in Truro, Nova Scotia.

At the salon, located in downtown Truro and appropriately named "Chez Hair", both men and women can obtain expert hairstyling. A screen is discreetly built into the shop to shield shy males from the gaze of the outside world.

Linda Maloney's beauty salon has already made an impact on local employment with two other Indians and two non-Indians working there. Additionally, many of the shop fittings were supplied by a local Indian cabinet making firm run by Fred Marshall on nearby Millbrook Reserve.

Linda financed her new venture with a loan from the Indian Economic Development Fund to buy equipment and shop fittings, the fund also provided a guarantee for a loan from a local bank for working capital. Prior to opening her new salon, Linda had practised beauty care and hairdressing for several years at her home on the Millbrook Reserve.

The young proprietor, by the way, is a sister-in-law of Jim Maloney whose Halifax Karate Club was featured in the previous issue of IDEAS. But she has proven quite independently that brains and initiative coupled with the necessary financial assistance can make for a very successful combination.

1. Mrs. Linda Maloney taking appointments for her prospering beauty salon, Chez Hair.

2. Linda provides all her customers with the latest hairstyles.

3. Chez Hair is equipped with the latest hair dryers and furnishings to make all appointments pleasant ones.







In the next few issues of IDEAS, we plan to produce a number of short articles dealing with various aspects of business management and finance. These two subjects are critical elements in every successful business enterprise.

In the next few issues, we will talk about the following topics:

- management training;
- selecting a business opportunity;
- alternative forms of business organization;
- preparing a business proposal;
- where to get money;
- establishing a business; and
- running a business profitably.

There are a number of publications available dealing with these aspects of business operation. The Department has put out three useful booklets for the small businessman entitled:

- "Your Own Business — Why Not?"
- "Your Own Business — Why Keep Records?"
- "Your Own Business — Can You Manage?"

Copies of these can be obtained from your Regional or District Office, Indian and Eskimo Affairs Program.

The Industrial Development Bank has published the following pamphlets:

- "Reference Booklets for Small Business"
- "Giving Credit to Your Customers"
- "Presenting Your Case for a Term Loan"
- "Forecasting for an Existing Business"
- "Managing Your Current Assets"
- "Forecasting for a New Business"
- "Managing Your Fixed Assets"
- "Managing Your Cash"

Copies of the foregoing pamphlets are available without charge from the Industrial Development Bank.

## LETTERS TO THE EDITOR

We invite you to write to us concerning articles in IDEAS. If you have any questions or comments concerning any article in this newsletter, let us hear from you. We will try to answer every letter personally and publish a selection in each issue.

Please put your name and address on your letter and send it to: "Letters to the Editor", 400 Laurier Avenue, West, Room 630, Ottawa, Ontario K1A 0H4.

Dans les prochains numéros d'IDEES, nous publierons un certain nombre de courts articles portant sur divers aspects de la gestion et du financement d'une entreprise. Ces deux sujets sont des éléments très importants de la réussite d'une entreprise.

Dans les prochains numéros, nous parlerons de sujets suivants:

- formation en gestion;
- choix des possibilités offertes;
- différentes formes d'organisation d'une entreprise;
- comment préparer une proposition d'affaires;
- où trouver des fonds;
- mise sur pied de l'entreprise; et
- comment gérer une entreprise de façon profitable.

Il existe un certain nombre de publications portant sur ces aspects de l'exploitation d'une entreprise que l'on peut se procurer. Le Ministère a publié trois brochures utiles pour l'homme d'affaires débutant intitulées:

- "Votre propre entreprise — Pourquoi pas?"
- "Votre propre entreprise — Pourquoi avoir une comptabilité?"
- "Votre propre entreprise — Pouvez-vous diriger?"

Vous pouvez vous en procurer des exemplaires de votre Bureau régional ou de district, Programme des Affaires indiennes et esquimaudes.

La Banque de développement industriel a publié des brochures suivantes:

- "Brochures de consultation à la disposition des petites entreprises"
- "Faire crédit à ses clients"
- "Renseignements à soumettre au prêteur à terme"
- "En affaires, il faut prévoir"
- "La gestion de votre actif disponible"
- "Prévision à faire pour une nouvelle entreprise"
- "La gestion des immobilisations"
- "Managing Your Cash"

On peut se procurer gratuitement auprès de la Banque de développement industriel des exemplaires des brochures mentionnées ci-dessus.

## LETTRES AU REDACTEUR

Nous vous invitons à nous écrire au sujet des articles paraissant dans IDEES. Si vous avez des questions ou des observations à faire sur tout article de notre périodique, faites-nous le savoir. Nous essaierons de répondre à chaque lettre personnellement et aimerions en publier une sélection dans chaque numéro.

Veuillez écrire votre nom et votre adresse sur votre lettre et l'envoyer à:

"Lettres au rédacteur, 440 avenue Laurier, ouest,  
Pièce 630, Ottawa, (Ontario) K1A 0H4.



# Ideas Idées

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Editor: Lois A. Wraight	Rédacteur: Lois A. Wraight
Editorial Advisory Committee W. Brant, F. R. Goodleaf, T. A. Nahanee C. VanEvery-Albert	Comité consultatif de rédaction W. Brant, F. R. Goodleaf, T. A. Nahanee C. VanEvery-Albert
Please address all correspon- dence to the Editor, <i>Ideas</i> , Room 630, 400 Laurier Avenue West, Ottawa, Ontario K1A 0H4 Tel. (613) 995-8603.	Toute correspondance doit être adressée au Rédacteur, <i>Idées</i> , pièce 630, 400 ouest, ave. Laurier, Ottawa (Ontario) K1A 0H4 Tél. (613) 995-8603.
<i>Ideas</i> is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Judd Buchanan, Minister of Indian and Northern Affairs.	<i>Idées</i> est une publication trimestrielle consacrée à la promotion des réalisations qui s'adressent aux Indiens et au monde indien des affaires. <i>Idées</i> est publiée avec l'autori- sation de l'hon. Judd Buchanan, ministre des Affaires indiennes et du Nord.
All articles published in <i>Ideas</i> are available in French on request.	Tous les textes publiés dans <i>Idées</i> sont disponibles en français et peuvent être obtenus sur demande.

## Message from the Editorial Advisory Committee

The Committee is pleased to welcome Claudine Van Every-Albert, Advisor on Indian Women's Activities, who has agreed to join us. The Director of Economic Development – Operations is confident that her contribution will help to make IDEAS of even greater value to all Indian people interested in business.

Claudine, a member of the Six Nations Reserve in Ontario until she married, is becoming well-known to many Indian women across Canada. For the past six months she has travelled across the country meeting women on many reserves. After meeting and discussing the problems, solutions and aspirations of our Indian women, Mrs. VanEvery-Albert is preparing a report on her findings. This report, she hopes, will be used to help the Department form policies which will benefit Indian women on reserves.

"If given the opportunity, Indian women can play a major role in community development, education and the retention of Indian culture," she says. She also feels that "generally speaking, Indian women are very aware of the situation on Indian reserves and are prepared to do their share."

Claudine attended Trent University in Peterborough, Ontario where she received a B.A. in Native Studies. When she and Theresa Nahanee, also of the Editorial Committee, recently visited Chief Elsie Knott of the Curve Lake Reserve near Peterborough, Claudine was pleased to note that there are now 60 native students studying at her alma mater.

As Advisor on Indian Women's Activities, Claudine believes that "all women have made some contribution to bettering the situation of Indian women."

"Indian women," she said, "should receive equal assistance. I think in the future Indian Affairs will take a more positive attitude to the needs of Indian women."

Lois A. Wraight  
Theresa Nahanee  
Chief Bill Brant  
Frank R. Goodleaf

Claudine VanEvery-Albert





## Indian Women in Business





# Just a Lucky Lady

*Hilda's Canteen* fills a noticeable vacuum in the small community of Eel Ground just outside Newcastle, New Brunswick. It provides this Micmac reserve with a grocery store, short order food, a juke box and four pinball machines.

This is only the beginning of Mrs. Hilda Vicare's dream to someday own and operate a full-sized restaurant.

Eel Ground had a store for ten years, but it was no longer in business when Hilda opened her doors two and a half years ago. "I started with a savings of \$125 and a \$250 income tax rebate. My son also put some of his money into the business."

"I was a lucky lady," said Hilda as she recounted that the province has passed legislation declaring Indians tax exempt just at the time she went into business. This was a financial boost. "Of course, I made a lot of mistakes that first year."

Mrs. Vicare was strongly motivated to go into business. "I wanted to get off welfare because they just starve you anyway. They give you just enough money to feed you."

"Also, I wanted to start a business for my children. I wanted to leave something behind for them. When my parents died they weren't in a position to leave anything."

Hilda and her husband lived in Boston for a few years and travelled extensively looking for work. While her husband worked on the high steel Hilda was a stitcher in a shoe factory. "The reason I came back home to Eel Ground," she said, "was to give my children a stable home. I wanted them to go to school. I was working 70 hours a week in Rhode Island, and although I made a lot (of money) I couldn't save anything."

"When I came home there were no jobs. I was a trained shoe-stitcher, but I couldn't find a job in that line here."

In 1973 the band built Hilda and her family a new house. That's when she decided to convert her old house into a convenience store. Last year she added an extension out front to house a pinball parlour







for the young people of the reserve.

Hilda's business has grown since her 1973 opening. "At first we were just going to sell pop and chips. We planned to put half the profits into stock and the other half into the bank." Hilda has never had any business experience. "I built this business up by myself. I didn't get advice from anyone."

"The younger generation," she says, "is different from mine. They don't seem ambitious. You have to be strong with your family." Hilda's daughter helps out at the store after school and on weekends.

Mrs. Vicare is conscientious in business and is always concerned with saving money. She pays cash on all store stock which she purchases in nearby Chatham. "But I try not to go into debt."

The only financial assistance Hilda received for her business was a small guaranteed loan through the Economic Development Fund to purchase a french fryer and a loan from the band to build the extension.

"The Department," she said, "will help me build a full-sized restaurant if I prove myself in two or three years." Hilda is willing to wait and gain the experience required to run a large operation.

Mrs. Vicare's canteen grosses \$1,200 every two weeks, and more than this during the tourist season.

Last summer Hilda paid a man \$250 to clear brush away from around the front of the store. "I wanted it to look clean, like a place of business should."

*Hilda's Canteen* is open from nine to nine on week-days, and until eleven on weekends. She would not consider closing for one day a week. "The people would demand that I open."

Hilda doesn't mind spending all her time in her canteen. She doesn't get lonely, she says, because "everyone comes here. I don't have to go out. I've travelled a lot and I know what's out there."

Everything Mrs. Vicare wants she can get in Eel Ground—an education for her children, a stable home and an income to support her family.



# Chief, Bus Driver, Post Mistress and Storekeeper ... That's Elsie Knott

Elsie Knott has built quite a reputation for herself as a business woman and Chief of the Curve Lake Indian reserve in Ontario. She has been Chief for 16 years in all. First elected in 1953, she lost the 1961 election but was returned in 1965.

Elsie said she learned how to speak out at public meetings when she was superintendent of the United Church Sunday School. She recalls her election in 1953, "I lived on welfare in a little shack with cardboard windows and I was elected Chief." Now she lives in one of 48 brick homes which were constructed during her term of office for \$8,000 each. "My son-in-law is a bricklayer and his assistance saved a lot of money on labour on my own house."

Elsie got her first big break in life in 1953 when she received a contract for \$15 a week to drive five students to the main road to catch the school bus into nearby Lakefield. "There were no grants from the government in those days. We hired someone to take the five children to the main road, but he always forgot to pick them up after school." Elsie decided to take over the job herself and approached the bank

for a \$200 loan to buy a car. "Because I was an Indian they refused to make the loan unless the Indian Agent agreed to co-sign." She eventually did get the loan and paid it off in full before she approached the bank for another loan to buy a larger vehicle — a panel truck with small side windows. Elsie got her panel delivery truck, put in car seats for the children and operated her mini-bus service for two years.

In 1959 Elsie's business increased considerably when the band decided to send all the children from the reserve into Lakefield beginning with the Grade threes. She purchased a second-hand school bus with a loan from the Indian Affairs Department. She repaid the Department within less than three years.

In 1970 Elsie purchased two '69 buses with a substantial loan from the Department. She and her daughter drive the buses 32 miles a day during the school months. She makes regular payments on the loan and eventually hopes to own the buses. Payments do not have to be made during the summer months when the buses are out of operation.

In 1972 with \$5,000 saved from the bus contract plus a \$10,000 loan from a Peterborough bank, Elsie Knott expanded her business operations to include the post office and convenience store. The solid brick store was built by her son-in-law for under \$10,000 and she stocked it with \$5,000 worth of shelf items before opening for business four years ago. Elsie qualified for a loan from the Department's Indian Economic Development Fund. "But there was so much red tape involved in how to spend it, I returned the two \$5,000 cheques and told them I didn't need the funds. I had already borrowed the money from the bank."

About this same time the post office on the reserve closed and she assumed this responsibility along with her store. Business for Elsie on this reserve of 700 has been overwhelming with a monthly turnover of stock running between \$11,000 and \$12,000. "You won't get rich by running a grocery store, but you can make a living and it's better than welfare." All stock is paid for in cash and stored in the basement. Like most convenience store owners, Elsie feels it is better





to be overstocked than understocked.

When asked if she had a credit system at the store she jokingly replied, "You just ruined my day. At the end of each month I hold my breath to see if they're going to pay. It's a real advantage to also be the post mistress. Everyone picks up their cheque at my store." Actually, Elsie says, her customers pay their accounts regularly except for one person and he was a non-Indian.

Mrs. Knott pays off her business bills regularly and maintains a healthy bank account to pay bills and buy stock.

Elsie has been a widow for 14 years and her present successes are due strictly to her own hard work. To succeed in business, she says, "You have to really work hard to get things done. If you start something, make sure you finish. If you have a dream, never be discouraged, just keep going because there are better days ahead." Elsie keeps her store open from nine to seven, seven days a week, drives the school bus every day ("I've only missed five days in 20 years") and still carries on her activities as Chief of the reserve.



## Manitoba Women

**Oxford House/Cross Lake:** Two new women chiefs of Manitoba Indian Bands have found themselves in the middle of federal-provincial transportation difficulties.

As soon as they were elected last fall, Chief Dorothy Grieve of Oxford House, and Chief Phyllis Ross of Cross Lake, were faced with problems of unsafe airstrips. In each case the unsafe airstrip served the reserve but, as the two women chiefs learned, the strips were not up to standards required by the Ministry of Transport for flights by regional scheduled carriers. This means that the cost of flying bulk goods, mail and people to both reserves would become extremely costly because only charter flights could be used.

MOT has recently declared that the strips need upgrading but no grants are given for airstrips not owned outright by the province.

The Bands' first thought was to take over the airstrips but at Oxford House Chief Grieve and her Council eventually realized that they were not equipped to run the airstrip. The Oxford House strip was originally begun as a provincial road and grew to an emergency strip. And, like many bands in Canada, Oxford House did not want to give up any land to the province; nor was the band satisfied with the prospect of exchanging the land on which the strip now lies, for another parcel of land in order to give the province ownership of the strip.

The Band, which has worked closely with Bill Lowry, the land specialist with the Department of Indian and Northern Affairs in the Manitoba region, now is deciding on the possibility of giving the province land tenure through a lengthy lease.

Under Section 35(3) of the Indian Act, the Band can transfer control and administration of the airstrip to the province for a stated period of time, subject to agreed conditions. For instance, the Band wants to make sure of employment opportunities which upgrading the strip could bring to the Reserve.

At Cross Lake, Chief Ross has a different problem. Crown land surrounds the strip. This means that any extra land required to construct a proper airstrip of 4,000 by 1,200 feet would not actually be reserve land. The Cross Lake Council is thinking about a land tenure agreement similar to the one proposed for Oxford House, worked out between the Band and the two governments.

**Editor's Note:** It was announced late in February that Oxford House will share in \$1,250,000 set aside by the Federal Ministry of Transport to develop and improve five airstrips on Indian reserves in Northern Manitoba.



# Kumcheen Enterprises Ltd.



The new Lytton Band building is an example of a large project spear-headed by a determined resourceful band member. As an Economic Development project the Lytton Band building will serve as an example to other bands of what can be accomplished through determination and an innovative approach.

The idea for a band building began at an Education Committee meeting some four years ago, chaired by Mrs. Ruby Dunstan.

The Lytton Band, situated in the famous Fraser Canyon, has 933 members with 54 reserves totalling 14,800 acres approximately 180 miles north-east of Vancouver.

The formation of a Band Economic Development Committee in 1973 saw Mrs. Dunstan and her all-woman committee start to develop and refine their ideas for a band building. The most important part was a drop-in centre for the band youth. Also included in the plans were new band offices and meeting rooms.

The building is a single story structure with a full basement and

approximately 3,500 sq. ft. on each floor. The street front entrance and a portion of the main floor have been leased to Public Works and will house new offices for Health and Welfare. The basement is devoted to a large drop-in centre and separate board and meeting rooms.

Mrs. Dunstan has worked almost full time for the past two years for little or no remuneration. Mrs. Dunstan's husband and six children have become accustomed to her seemingly constant trips and meetings regarding the band building. Although she has wondered many times in the past whether all the problems were worth it she can now see her own dreams and those of other band members standing on the main street of Lytton.

The building has been built for a total of \$230,000 of which \$150,000 was obtained by conventional mortgaging, including the Federal Business Development Bank (the former I.D.B.) The balance of the funds were obtained in the form of a grant from the First Citizens Fund and the initial plan-

ning and development grant from the Indian Economic Development Fund. The funding aspect was co-ordinated with the assistance of the Royal Bank of Canada, Kamloops, B.C.

A further innovative aspect of this building was that it was built by parolees working under the auspices of a new program conceived by the Canadian Penitentiary Service. This has allowed the building to be built at much less than the conventional cost.

While the frustrations have been great, Mrs. Dunstan feels that it will be worthwhile to see the youth and other band members using the building. She feels she has gained valuable experience from the project.

Though quick to point out the involvement of many others, these people realize the invaluable contribution Ruby Dunstan has made to the project.

The building is located in town — off reserve — on land purchased by the Band.



# Slavey Women

The traditional handicrafts of Slavey women on the Hay Lakes Reserve, a typical, semi-isolated Northern Alberta community of about 850, plays the dual role of providing clothing and lending financial assistance to many families.

As they have been for centuries, the hides used by the women are the skins of animals trapped or shot by their husbands. Beads, thread and material are available in the band-owned store, a venture which recently replaced the Hudson's Bay Company operation on the reserve.

Handicrafts made for sale are usually done in a woman's leisure time, taking second place to those needed to satisfy the clothing requirements of her family. A reserve co-op for marketing the crafts is being established by the Band Council, for to date, the Slaveys have no contracts with outside organizations for the sale of their work around the province, on a regular basis. Guidelines for the co-op are now being defined. However, the project is expected to remain in the planning stage for several months.

Previous attempts have been made to organize the production of crafts for sale. The most successful to date was the Homemakers Club, established in the summer of 1973 by 15 women, headed by Emma Didzena. The club, now temporarily recessed, began by making household articles and children's clothing, progressing to mukluks, moccasins and necklaces. Meetings were held every Tuesday night in the basement of the Mission building, and according to Emma, attendance was generally good. A woman from the neighbouring town of High Level periodically collected their work for sale in the town and in Edmonton.

In August 1975, a pipe burst, flooding the basement and shutting down the heat. Emma is now actively undertaking a search for a new meeting place while the group's sewing machines remain idle in the basement of the now condemned building. She is optimistic the club will resume with an increased membership in the near future.



A moose shin (left) carved, sharpened and serrated, is used to scrape excess meat, sinew and membrane from the hide. The fur is shaved with a wooden-handled instrument (right) in which a metal blade has been imbedded.

The only real criticism of the club voiced by some of the tribe's craftswomen, is that only younger, English-speaking ladies were invited to join. Approximately 60 per cent of the Slaveys speak English with some fluency. This figure includes less than 10 per cent of the band's elders and all the children and young adults taught in the English school.

Alice Scha-Sees, one of the band's elders held in high esteem for her proficiency in tanning, refers to herself in Slavey as "an old Indian woman who really knows how to sew." She regrets not being invited to join the club and feels the younger women would benefit from the guidance and teaching of the more experienced.

Alice is proud of her work and enthusiastic to explain the methods of tanning to those wishing to learn. She acknowledges the weather as the boss, saying the whole process must take place outside when the air is warm and the day is young.

The hunter brings home his kill for the woman to skin. The hide is

stretched on a form and all excess meat, sinew and membrane is carefully scraped away with an instrument made of moose shin — carved, sharpened and serrated. Alice explains this implement, like the teaching of the skill, is handed down through the generations, from mother to daughter.

The hide, now clean, must be left in the sun to dry. Then it is turned over and the fur is shaved, using a wooden-handled tool with a razor-sharp metal blade, generally made by the man of the house.

The stiff and translucent skin is treated with a mixture of brain, spinal fluid, Sunlight soap and baking powder, and worked until soft and supple. It is then soaked over-night in water, wrung on posts to squeeze out the moisture, and scraped with the wood instrument to remove any remaining membrane and render the skin an even thickness.

The woman then digs a circular hole, about 1½ feet in width and depth, and builds a fire of smouldering coals covered with punk (almost



Alice Scha-Sees refers to herself in Slavey as "an old Indian woman who really knows how to sew."





In her youth, Elizabeth, wife of Chief Harry Chonkolay, set many examples for other young girls. "I was the first to wash my clothes," she said. "Some women laughed and said I was going to wear them out, but others did like me and thought it was wise."

rotten wood) to make it smoke. The hide is folded, sewn up the side and suspended from poles to form a tent which traps the smoke.

Alice explains the last process gives the hide its color and odor. Because it has been soaked she says, the leather will never shrink or stiffen and will last for years. A man-sized jacket can be made from the hide of a two-year-old moose, and all scraps are saved for laces and patches.

She contends only members of the moose-deer family will remain soft after this ancient, strenuous and time-consuming tanning procedure. Cow-hide, she says, is good only for making snowshoes, for it never softens.

The Chief's wife, Elizabeth Chonkolay, describes her people as intelligent, quick to learn and speaks with pride of their handicrafts as well as her own.

Her mother taught her the art of beadwork and decoration with bone, Saskatoon twig and porcupine quills. Now, she designs, measures and draws the outline of a pattern, often a rounded flower, onto a paper-backed material with the perfection and expertise of one who herself has taught many daughters.

Using one needle, she strings her beads, puts them into place, and with a second, stitches between each one. She prefers to bead on material than hide, for she finds the beads break when folding a decorative leather panel to sew to a moccasin.

Although her husband is a good trapper, she admits tanning is too strenuous for her now, and like most of the tribe's older women, Elizabeth does not market her handicrafts — they may be seen on the feet of her family.

Lucy Semansha, part-time school janitor and respected in the community for her beadwork, is a Beaver Indian, born in Eliske. She married



into the Slavey band and although taught their handicrafts by neighbours and her husband's aunt, still retains the geometrical beaded designs and angular flowers of the southern bands, rather than the rounded flowers of the Slavey and Northern Cree.

Hides and raw materials are often erratic coming into the hands of the craftswomen. "Not too many years ago, the trappers just went outside to hunt moose. They were all over our woods," recalls Lucy, "now the men must go far and the journey may take several days."

Although the tribe has no outside contacts to purchase their work on a regular basis, some ladies, like Lucy, sell moccasins and mukluks to people who send her footprints, and there are two women from the Fort Vermilion area who buy periodically. Fur dealers from across the province, as well as local people from as far away as Rainbow Lake, 40 miles west, visit the reserve to buy and trade with the Slaveys, but always at their own convenience.

The band store generally has a good supply of handicrafts, many of which were traded for goods and food. The Band Office sells some articles on the reserve and ships others for sale in Edmonton, and the Department of Indian Affairs in High Level has a display.

However, despite the lack of developed markets, the traditional handicrafts of the Slavey women provide a vital income supplement, as well as a great source of pride to the artisan and her family.



# Mothers On the Move

*White Bear Reserve:* Thirteen determined women from this reserve in the southeast corner of Saskatchewan have virtually given up peeling potatoes in favour of growing them – for profit! They are, proudly, White Bear's "Mothers On the Move" (M.O.M.).

Last year, on their own, they planted, hoed, dug up and sacked over 20 tons of potatoes from their eight acre market garden. Already they have expanded and this spring will plant 15 acres of Red Northern potatoes.

The women have the use of 40 acres of reserve land thanks to a Band Council Resolution which leased the land to them for 12 years. The Band Council also gave the women start-up funds to buy their first seed potatoes. Financing for equipment, salaries and general project needs comes from the Indian Economic Development Loan Fund and the special ARDA branch of DREE on a 20-80 basis.

The women keep operating costs

down with lots of volunteer help. Last year they came very close to breaking even and this year they are adding a root cellar to their operation. This will enable M.O.M. to hold their potatoes off the market until prices are right.

Last year many pounds of potatoes were given away to the elderly people on the reserve to help them keep their grocery bills down. M.O.M. also experimented with turnip, bean and corn crops but they've decided to specialize in potatoes from now on. Last year the women learned some hard lessons. Ethel Pasap remembers being sold rotten potato sacks in Regina but she complained loud and clear so this year the salesman will give M.O.M. a \$150 rebate. Initially, local machinery dealers gave them low priorities for equipment repairs. This cost them time. Time and travel proved costly in marketing, too, but it didn't take long to figure out that a lot of profit was eaten up by transportation to three different markets instead of one.

This year they will sell all the potatoes in Regina. Dinah Littlechief says they can make more money, even selling at a lower price, by concentrating on the one market in Regina.

The women plant in early May and then weed and clean potatoes straight through to the last part of September. More women want to work than the operation can handle so some take turns caring for the children while their mothers are working.

This winter constant checks had to be made on the machinery because the storage shed blew over in a severe storm and the equipment remained unsheltered through the harsh weather.

The women of White Bear Reserve are happy with this opportunity to work and make money. The executive; Laura Big Eagle, president, Dinah Littlechief, vice-president and bookkeeper Annie Maxie, makes its own decisions. Success and expansion loom ahead.





## Game of Chance Gives Madeline a Break

Madeline White has struggled against all odds to break into the handicraft business. After countless attempts to obtain funds through the Department in the form of a grant or loan, it was a game of chance that gave Mrs. White her big break in life. She and her husband were fortunate to win two Québec mini-loto prizes of \$5,000 each. They invested the winnings in arts and crafts material.

Madeline had approached a bank for a loan but they refused because of her age. She is 56.

Madeline who designs, as well as makes, assorted beadwork items, and fashionable porcupine quill earrings, has three markets for her crafts: Irocrafts near Brantford, Ontario; Max Gros-Louis' Shop in Loretteville, Québec and Canadian Indian Marketing Service in Ottawa.

To fill orders, Madeline contracts work to a few ladies on the Caughnawaga Reserve. She provides them with the materials they require.

Irocraft is Madeline's most regular customer. "They helped me when I first got started." She is grateful for the encouragement they gave her when she was starting and she continues to sell to them on a regular basis.

Madeline specializes in porcupine quill earrings which she sells to C.I.M.S. for \$45 a dozen. "The first time I saw some of these earrings was at C.I.M.S. in Ottawa. I wanted to buy some but they were too expensive," she says. So she started making her own.

Mrs. White got caught up in handicrafts a few years ago when she joined a class on beadwork. "My grandson asked if I wanted to go to school and I said I did but not to learn to read and write." Instead she signed up to start making things. "Everything you made you kept." When the classes ended Madeline convinced eight of her classmates to keep on beading and she found a market for their beadwork.

"Some time ago I took some false faces and beaded handbags to Central Marketing Service, now called Canadian Indian Marketing Ser-

vice, in Ottawa. The buyer said she would write when she needed more."

Madeline did not hear anything for a while. "Last winter I got a phone call from C.I.M.S. asking for more bracelets. "Since then business from that source has picked up.

"At first I wanted to get different women doing different things like beading turtle necklaces or brooches or beaded Indian dolls. Now they make whatever they want and I buy from the items and resell by the dozen."

Madeline keeps two sets of records: one for orders and the other for sales. Although she and eight ladies are kept busy trying to keep up with current orders, they have been unable to find the necessary funds to expand their operations and set up a regular workshop on the reserve. Some day Madeline hopes this will materialize so that other interested women will be able to produce handicrafts and make a few extra dollars.





## Chez Hair is Open for Business to Men and Women

Linda Maloney has all the necessary qualifications for her line of business — she's pleasant, attractive and professional. Ms. Maloney owns and operates a modern hair-dressing business in *Truro Centre* in the heart of downtown Truro, Nova Scotia.

*Chez Hair* has been open for business to men and women in its new location since October, 1974. With the help of a bank loan, guaranteed by the Department under the Indian Economic Development Fund, Linda renovated the new beauty salon. After painting the walls a bright orangy-red colour to match the drapes, partitions, shelves and hair dryers were installed.

Linda Maloney has been involved in the hair dressing business since 1961. "I took a four month course, seven days a week, and all we received was \$5 a month spending allowance." Today students are paid good rates while they are training.

After working for various beauty salons, Linda decided it was time to go into business for herself. "I did not know too much about business but I had saved \$250." With this small saving she opened her first shop in Truro. She started "across the tracks" and concentrated on building up her clientele so she could afford better facilities. To expand Linda needed more money. She approached a bank in Truro. "When they find you are an Indian, forget it." Linda turned to a finance company to borrow enough money to purchase more equipment for her second salon.

Approaching the finance company by herself, she was told she could get it "if I would pay off a loan owed by another Indian whom I did not even know." Unfair though it was, Linda did pay off that loan because she was determined to have her own modern beauty salon. "I guess they wanted me to prove that I was capable of making regular payments."

Keeping accurate records of financial transactions is an important part of any business Linda pointed out. "I have a bookkeeper who works at home. She is retired from her

regular job so it works out well for both of us."

An important aspect of the beauty salon business is to have regular customers. Linda feels fortunate not to have lost many of her "regulars" over the last few years even though her salon has been in three different locations.

Two years ago Linda wanted to open a fashionable beauty salon in *Truro Centre*. She knew other people — non Indian people — got loans to start up in business, so why not her? "I tried to borrow money from the Bank of Montreal, but they would not hear of it because I was Indian."

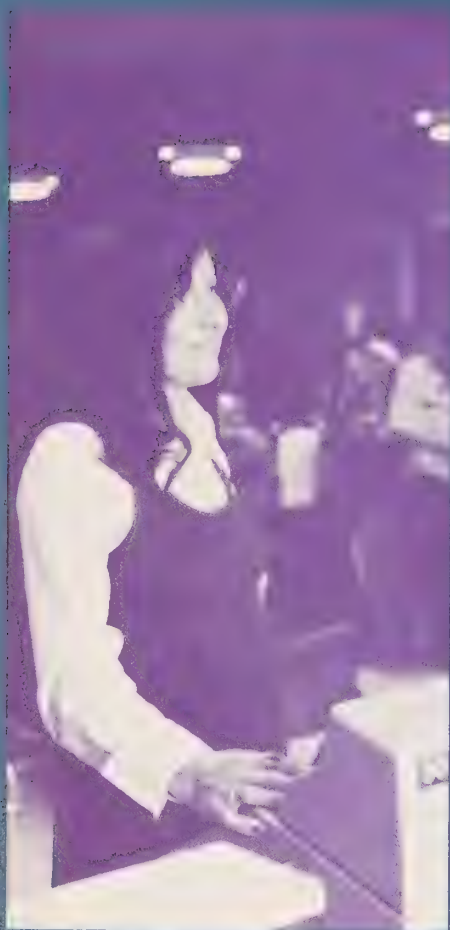
Bank refusals for loans have never discouraged Linda enough to make her give up her dreams. "Unless you demand something, you will not get it." The Department agreed to guarantee her loan under the Economic Development Fund, and with this assurance the Bank of Commerce lent her the money to start her business in the downtown shopping mall.

Today things are going well for Linda. She is even a little surprised by prosperity because, as she says, "a lot of small businesses are closing. But I cannot complain." She is in business to make money and offers "competitive prices because you can't work for nothing."

Linda's advice to other Indian women who are considering going into business is to go all out. "If you go into business in a small way, you still have all the same problems to deal with," she says. "If you are going into something, go all the way. I used to think, how am I ever going to get there?"

"Don't hold back because you think it might not succeed. Just go ahead and try."

Linda senses more success in the future. "Truro," she says, "has a good chance of coming up in the world because it is handy and growing."











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## Olive MacArthur: "Now I'm all ready"



*Manor, Saskatchewan:* Olive MacArthur, a 32-year-old Assiniboine Indian, has developed a shrewd enough business sense that she actually turns down business propositions from the Department of Indian and Northern Affairs.

"They've shown me a couple of truck stop businesses they think I could make go, but I didn't like them. I prefer something like owning a hotel," she says.

Meanwhile, she's been inspecting a possible property in the town of

Carlyle, close to her home reserve of Whitebear in southeast Saskatchewan and not far from where she's staying at Manor, Sask.

She has been away from her home area for a few years. Most recently, she ran a successful nursing home for children at Carrot River, near Prince Albert. She managed to pay back all the loans from the Indian Economic Development Loan Fund and came away with some profit after three years.

She gave it up because "working 24 hours a day" left her no time for her own seven children.

She's been treasurer of the Saskatchewan Indian Women's Association and an employee of the Federation of Saskatchewan Indians.

Through all three jobs, she learned to "read the books properly."

When Ms. MacArthur decided she wanted to buy a hotel someplace, she applied for hotel training through the Department of Regional Economic Expansion.

"Now I'm all ready. I know there's money in running a hotel in a small place and I want to show the white business people of the community that Indians can be equal partners. For me it would be a great breakthrough," she says.

It is important to get into business where she can stay in one place for some years.

"I've learned that I can't buy and sell every few years. It's too expensive to keep moving around."

So she has made her appraisal of the hotel in Carlyle. Now she's waiting for the Department of Indian Affairs economic development officers to catch up with her and do theirs.



Programme des Affaires Indiennes

et esquimaudes

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# Ideas Idées





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Editor Lois A. Wraight	Rédacteur Lois A. Wraight
Editorial Advisory Committee W. Brant, F.R. Goodleaf, T.A. Nahanee	Comité consultatif de rédaction W. Brant, F.R. Goodleaf, T.A. Nahanee
Please address all correspondence to the Editor, <i>Ideas</i> , Room 630, 400 Laurier Avenue West, Ottawa, Ontario, K1A 0H4, Telephone (613) 995-8603.	Toute correspondance doit être adressée au Rédacteur, <i>Idées</i> , pièce 630, 400 ouest ave. Laurier, Ottawa, Ontario, K1A 0H4 Téléphone (613) 995-8603.
<i>Ideas</i> is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Judd Buchanan, Minister of Indian & Northern Affairs.	<i>Idées</i> est une publication trimestrielle consacrée à la promotion des réalisations qui s'adressent aux Indiens et au monde indien des affaires. <i>Idées</i> est publiée avec l'autorisation de l'honorable Judd Buchanan, ministre des Affaires indiennes et du Nord.

## Editor's Note:

Dear Readers: *Chers lecteurs:*

Tourism is one of the largest and most important income-producing industries in Canada. It seems only natural, therefore, that the country's first citizens should be enjoying some of the profits to be gained from the accommodation business and supporting service industries.

In this issue we have chosen a few of the many Indian tourism-oriented businesses as examples of the success and financial independence that some Indian people have gained by becoming part of Canadian hospitality on an income-producing basis.

In each Region, there are Departmental officials who can answer questions you may have about the possibilities for you within this field of business activity.

Lois A. Wraight, Editor



N.B. IDEAS, Volume 3, Number 3, has been incorporated into INDIAN NEWS.

All articles published in IDEAS are available in French on request.

Tous les textes publiés dans IDÉES sont disponibles en français et peuvent être obtenus sur demande.



# Manitoba Promotes

Indian-owned and operated fishing and hunting lodges in Northern Manitoba are receiving the full public relations treatment at American sports shows.

The Department of Indian and Northern Affairs rents booths to promote these lodges and a department official and some Indian lodge operators attend the shows to meet and talk with prospective customers.

Les Zettergren, the Manitoba Region's tourism officer, says that two weeks are spent at a show in a major American city lining up bookings for the summer season.

There are 100 such shows around the United States and the Department picks those in the mid-western states, which produce the best market for Northern Manitoba. For instance, the new direct route of Frontier Airlines between Denver and Winnipeg opens up an additional market. In the past, most sportsmen have come from Chicago, Cleveland and Minneapolis.

"American sports shows are totally different from ours in Canada. They aim at a highly conservative, wealthy clientele. In Canada our shows are more along the lines of boat and trailer exhibits," says Mr. Zettergren.

"Americans will spend \$1,100 a week to fly to Molson Lake Lodge from Cleveland, or \$1,000 a week for a trip to York Factory Goose Camp. Not too many Canadians spend that kind of money for a week," he says.

Operation of these Manitoba lodges is one of the most successful aspects of the Indian Economic Development Fund. They have been built or bought with loans and grants from the Fund and the operators have an excellent record of repaying the loans. Besides the business opportunities these lodges offer Indian people, they contribute to the employment of native people in the community in which they operate—guides and other lodge personnel are needed—and they bring in up to \$1 million annually to Manitoba from an external source. This, in turn, generates many thousands of spending dollars in the province.

Mr. Zettergren expects that there will be 14 lodges in the next few years which would require a central booking agency run by the Indian operators in Winnipeg or Thompson.

The nine lodges now operating include: Molson Lake Lodge, Bolton Lake Lodge, Gunisao and Thunderbird Lake Lodges, and Churchill Beluga Motel, all of which operate as fly-in camps from June 1 to the end of September. Animal Bay, Sturgeon Bay and Dauphin Tourist Camps, which can be reached by car, run from May 15 to the end of October; and York Factory Goose Camp is open only in September.

Two of the fly-in lodges are already booked to 80 per cent capacity. The drive-in camps do not require advance bookings, of course. Patrons of all these lodges are requested to fill in questionnaires if they wish, at the end of their stays, in order to ensure a high standard of service.





# Getting into the Tourist Outfitting Business



Tourist outfitting constitutes a major part of a maturing Canadian tourist industry. Today, Canadian Indian entrepreneurs operate more than 60 independent tourist outfitting camps, ranging from salmon fishing camps in Nova Scotia through to big game hunting set-ups in remote regions of the Yukon and British Columbia. While many of these outfitting operations do live up to their publicity there are others which fail. This is a review of some basic operational details that can go wrong, and how to avoid them.

## **Transportation and Communications**

Dependable transportation and communications systems are essential and can save outfitters and guests time, trouble and money.

Camps located in remote regions must charter aircraft to bring guests to a base camp. Unless timetables are strictly adhered to late charters can cost the camp operator, or worse still the guest himself, an extra day of accommodation and meals. Charters flown into camps at designated times, with instructions to fly out departing guests on the same charter, should be rigidly scheduled. It is the camp operator's duty to see that guests are ready to leave on time so that extra aircraft will not have to be hired.

Close, continuous communication on the part of the camp manager with air carriers hired for fly-ins is essential. Some outfitters, particularly in Quebec, use a central booking service, not only for booking reservations and providing publicity services, but for co-ordinating aircraft rental—one of the costliest expenditures in the North. It is well worth the planning

and management to co-ordinate all air services for guests, as well as equipment and supplies:

- determine the nearest settlement from which good service can be obtained;
- compare costs — if there are several air services from which to choose;
- investigate the firms involved;
- obtain services on a contractual basis; outfitters operating out of one community can explore the possibility of drawing up co-ordinated joint contract services.

## **Services, Accommodations**

**Bookings.** As with transportation, many outfitters hire the services of a central booking or travel agent who handles enquiries, arranges reservations and, in some cases, does promotion and publicity for the camp. But when all booking is managed by the camp itself there are basic guidelines that apply:

- there must be a means of communication, both in season and off-season, between guests or potential guests and the outfitting camp. Telephone, telegraph and mail services must be provided;
- in remote areas where telephone communication is impossible there should be reliable two-way communication
  - isolated outfitting camps should also ensure other reliable ways of communicating with guests—telephone, mail service, radio-telephone, etc.;
  - radio equipment can be rented or purchased... in some cases an established radio service can be utilized;
  - staff people should be assigned to take over









monitoring of radio communication if the camp manager or operator is not available;

- guest reservations are usually confirmed with a cash deposit. The customer has a right to be informed about the deposit required and the circumstances under which he may cancel a reservation and get his deposit returned;

- registration forms should be carefully prepared and clearly printed;

- forms should be provided so that departing guests can comment on the calibre of service and accommodation; the camp operator should encourage the use of these forms.

**Services.** A good outfitter is a good host. His job is to provide comfortable accommodation, good services and equipment, and most important—skillful guiding. He will select his staff with care; the selection of staff is critical to the success of an outfitting camp. There should be constant training and monitoring. A satisfied customer leaves with good will and returns in following seasons with anticipation and possibly with some of his friends. Word of mouth is the best advertising.

- Rooms, cabins or cottages must meet certain standards and should be comfortably furnished, well-ventilated and properly heated in winter;

- Meals—quality and service. No one expects elegant dining at a tourist outfitting camp, but meals should be thoughtfully prepared, simple and wholesome;

- Dining room and kitchen staff can be given some form of in-service training and supervision to ensure efficient, courteous service.

**Guiding.** Anglers or hunters who travel long distances to wilderness outfitting camps expect, at the very least, a high calibre of service by native guides.

- Guides should be thoroughly trained in all aspects of their duties; this includes firearm, first aid and small craft safety skills.

- At outpost camps guides should be able to prepare all meals and, on occasion, shore lunches;

- Guides should be expert in the dressing of game and fish.

Poor planning, inadequate services and equipment, unreliable transportation or just plain faulty management have caused many an outfitting operation to teeter on the brink of disaster. Tourist outfitters who depend on the land must realize that they in turn are being depended upon by a more and more discriminating clientele.

(Readers wishing to obtain publications offering technical, managerial, marketing and financial advice and guidance on the operation of a tourist outfitting camp can contact Economic Development — Operations, Department of Indian and Northern Affairs. The Department will soon be releasing a handbook for setting up tourist outfitting operations.)





# Abenaki Motor Inn:

## Home of Maritime Indian Hospitality

A beautifully clear and sunny day last June marked the official opening of the more than \$1.3 million Abenaki Motor Inn. Situated on Millbrook Indian Reserve, adjacent to the thriving town of Truro in Central Nova Scotia, the all-Indian owned and operated sparkling new complex includes 48 bedrooms, a dining room seating 100 guests, a lounge for 85 persons with live music for dancing, three conference rooms with capacities from 40 to 225 people, four sample rooms, a games room and children's nursery. Also featured is a 20 by 40 foot indoor-outdoor, enclosed swimming pool with access to a patio.

In searching for an appropriate name, the Indian developers chose the time-honoured name Abenaki, which was also symbolic of the ancient inter-tribal Confederacy of the Micmac, Malicite, Passamaquoddy and Penobscot Indians of the Maritime provinces and the State of Maine. In Micmac, Abenaki means the People of the Dawn (or East), and the name is drawn from 'wabun' for light or white, and 'a'ki' for the earth.

In keeping with the native theme, designs were developed which provide a uniquely attractive flavour to both the interior and exterior of the complex, and Indian artists and craftsmen were extensively employed.

The first Indian development of its kind in Eastern Canada, the Abenaki Motor Inn was funded by grants and loans backed jointly by the Department of Indian Affairs and Northern Development and the Department of Regional Economic Expansion. Presiding over the opening ceremonies was the Honourable Victor deB. Oland, who had been personally acquainted with the late Millbrook Chief Joseph Julian, in whose memory the cornerstone of the motor inn was laid. Mr. Oland made note of the co-operation between the government and the Indian people that had made the project possible and added that this was only one example of the friendship that is possible among all peoples in the province.

The Hon. Judd Buchanan, Minister of Indian Affairs and Northern Development, said that the





Abenaki project is tangible evidence of what may be accomplished by Indians taking advantage of public resources and merging this with their desire and determination to help themselves.

At the Abenaki Motor Inn considerable attention is being given to commercial travellers and to making the complex attractive to the convention trade. Among the several organizations which have used the motor inn to date, the National Indian Brotherhood held their annual meeting at Abenaki and their delegates from all across Canada filled it to overflowing. N.I.B. President George Manuel said he was very impressed with the hospitality and courtesy expressed by the staff, that he is appreciative of the efficient manner in which they handled the Brotherhood's general assembly, and that he recommends Abenaki as a place for others to hold conferences because they have certainly demonstrated their ability to look after large conference groups.

For the touring public, the Abenaki Motor Inn is conveniently situated on Trans-Canada Highway 102, very near the junction with Highway 104 which comes in from New Brunswick and leads to Cape Breton and the famous Cabot Trail.

Known as the "hub" of Nova Scotia, Truro has much to offer visitors. Victoria Park provides a magnificent natural playground covering 1,000 acres and has numerous springs, good motor roads and footpaths. Additionally there is the twice-daily tidal bore which races up the Salmon River, and an 18-hole golf course of near-championship quality. The Nova Scotia Provincial Exhibition, the largest of its kind in the province, is an annual attraction in August. Horseracing is popular three times weekly from June to October.

In this land of Glooscap, the god-like hero of Micmac legend, nearby highways lead into over 200 miles of the Glooscap Trail around the Minas Basin. Along Highway 2, towards Parrsboro, famous for the

highest tides in the world, the view of Five Islands is spectacular, either from the provincial camping park of the same name, or by boat.

Also within convenient driving distance from the Abenaki Motor Inn is the Sunrise Trail along the Northumberland Shore, with its miles of soft, sandy beaches and the warmest salt waters in Eastern Canada.

From Abenaki to Halifax International Airport is a distance of only some 40 miles and Truro receives excellent bus and rail transportation services with daily direct passenger train connections with Halifax, Sydney and Montreal.

Not to be overlooked is Abenaki's fine cuisine. Presided over by Paul Comeau, an Acadian chef of considerable experience, seafood is a specialty with dinners such as Baked Rainbow Trout, served on a bed of Quiet Water Wild Rice and mushrooms; Baked Whole Salmon with dressing and fat pork strips, vegetable and potato, or the delicious Smoked Fish Dinner, prepared Nova Scotia-style with cream sauce, to delight the palate. In addition to beautifully-seasoned steaks, other dishes include Prairie Game Hen stuffed with wild rice dressing, and Kesick Winter Rabbit Stew which are particularly popular with the native clientele. A regular feature is homemade Indian bread—called bannock by many of the Indian people in northwestern Canada, but which the Micmac people identify by their own name, which sounds something like "loos-kin-g-gin". This very nourishing item is best eaten when it is piping hot, with plenty of soft butter.

Reservations are welcomed. Use Abenaki's Telex No. 019-34561; phone 902-895-3895, or write to the Abenaki Motor Inn, P.O. Box 933, Truro, Nova Scotia, B2N 5G7. The friendly and efficient staff will do everything in their power to make your stay restful, enjoyable and memorable.





# Danny MacDonald



## IS BURGER KING IN FORT SMITH

Danny MacDonald is the first Indian manager of the Edmonton-based Hannigan's Burger King operation.

There are four Hannigan's Burger King restaurants in Canada—two in the Northwest Territories, one in Saskatchewan and one in Ontario. The restaurants are modular units, designed to seat 30 people and include take-out service. For take-out service only, smaller modular units are also available.

The menu is standard in all Hannigan's outlets, though prices are set by individual operators like Danny MacDonald. Hamburgers, chicken, fish and chips, beverages and ice cream products are the order of the day. One of Danny MacDonald's regular customers is the Mayor of Fort Smith.

Since the success of MacDonald's franchise, six Indian bands have been enlisted to manage additional

restaurants in the Hannigan's chain. Two others, both in the Northwest Territories, are under study for individual Indians. At least one of the Bands plans to run the restaurant in conjunction with an Indian craft shop.

Danny MacDonald saw the advantages of running an operation on a reserve where land is already there, where it can be readily leased, and because of which Indian Affairs can allocate grants and loans and operators can qualify for Federal loans and Industrial Development Bank funds.

Danny MacDonald approached the Department with the idea of opening a restaurant in Fort Smith. A little more than a year later, with hard work and solid financial backing, he has become part of a growing chain of successful Indian entrepreneurs.





**A Museum That's  
A Little Different:**

## **Odanak Museum of the Abenakis**

**Un musée pas  
comme les autres:**

## **Musée des Abénakis d'Odanak**

In the foreground, a casket made of bark reinforced with straps of ash wood. It is the work of Théophile Paradis and Edouard Hannis of the Odanak Reserve. In the background, other examples of Abenakis craftsmanship: baskets, bags and other objects.

The Odanak Reserve, 15 miles west of Nicolet in Québec, has a pleasant surprise for tourists; apart from its attractive location beside the St. François River, this reserve owns a museum unlike any other in the province. Established 15 years ago by Father Rémi Dolan, a Jesuit missionary, the museum is housed in a former convent belonging to the Grey Nuns who were forced to leave Odanak in 1959 by a dearth of students. Father Dolan was energetic in his efforts to build up his collection, piece by piece, until the museum is now distinguished not only by the number of items on display but by their exceptional historical and cultural interest. To help him in his endeavours, the Indians of Odanak formed the Historical Society of Odanak. Guy Sioui is the museum's current director.

Many of the objects displayed come from archaeological excavations carried out on the Reserve itself and nearby on the banks of the river. Arrowheads, pottery and household utensils are among the museum's finds. In addition, arrangements have been made with other reserves in Canada and the United States to set aside rooms each year for exhibits related to a particular tribe. This year, for example, one exhibit is devoted to the Ojibway Indians of Manitoba. Clothing and different objects of day-to-day life are on display, together with items used in religious rituals. Another display is devoted to the Cheyennes and Apaches of the Southern United States. In one room of the museum is a display of Abenakis basketwork, a collection of baskets, travelling cases and even thimbleholders, all crafted from strips of ash wood and bunches of sweetgrass.

The Gallery of Memories, filled with hundreds of photographs, brings back to life the history of the Odanak Reserve and the people who lived—and still live—there. A collection of stuffed birds includes a specimen of every species found in North America; a large part of this display comes from the private



À l'avant plan on voit un cercueil fait d'écorce et maintenu par des tresses de pin. Ce cercueil est l'oeuvre de MM. Théophile Paradis et Édouard Hannis, de la réserve d'Odanak. À l'arrière plan, toute une variété de paniers, de sacs et autres objets, témoins de l'art abénakis.

La réserve d'Odanak, située à une quinzaine de milles à l'ouest de la ville de Nicolet, au Québec, offre aux touristes une agréable surprise: en plus d'être joliment nichée sur les bords de la rivière Saint-François, la réserve des Abénakis possède un musée unique au Québec et au Canada.

Mis sur pied il y a une quinzaine d'années par le Père Dolan, missionnaire, le musée loge dans l'ancien couvent des Soeurs grises qui ont dû quitter Odanak en 1959... faute d'élèves. Le Père Dolan a consacré beaucoup d'énergie afin d'amasser, pièce par pièce, ce qui constitue aujourd'hui un musée important tant par la quantité des objets exposés que par leur valeur historique et culturelle. Afin de l'aider dans cette tâche, les Abénakis ont formé la Société historique d'Odanak qui est actuellement présidée par M. Charles Nolet et dont le curateur est M. Guy Sioui.

Un bon nombre d'objets en montre proviennent de fouilles effectuées sur la réserve même et aux environs, sur les bords de la rivière: pointes de flèches, poteries, ustensiles ménagers, pièces uniques... De plus une entente a été conclue avec les différentes réserves situées au Canada et aux États-Unis, afin qu'à chaque année, par exemple, l'une des montres soit réservée à une tribu indienne. Cette année ce sont les Ojibways du Manitoba qui sont à l'honneur. On y retrouve des costumes et divers objets de la vie courante de même que des pièces servant au rituel. Une autre montre est dédiée aux Indiens cheyennes et apaches, deux tribus établies aux États-Unis. On retrouve également dans l'une des salles du musée, une exposition de vanneries abénakises regroupant des paniers, des malles de voyage et même des étuis pour les dés à coudre. Tous ces objets sont fabriqués de lamelles de frêne et de foin d'odeur (glycérie).

La galerie du souvenir, constituée de centaines de photos, fait revivre l'histoire de la réserve d'Odanak ainsi que des gens qui l'ont animée et qui l'animent



collection of the Seminary of Québec. Another section of the museum illustrates the way the Abenakis lived in days gone by. Visitors can also view a slide show featuring "personalities" of the present-day reserve and the daily life of the Indians who live there.

Last year, more than 12,000 people visited the museum, which is open from May to November and which also features travelling exhibits from provincial museums, other reserves and the National Museums in Ottawa.

The museum is financed by a small entrance fee and also by grants from the Department of Cultural Affairs of Québec. This year, the Department of Indian and Northern Affairs subsidized the salaries of two students, Nicole Obomsawin and Paul-André Cournoyer, who are employed as guides.

Of equal interest to tourists is the Odanak Festival. On the first Sunday in July the Abenakis host a festival which is attended by many Indians from neighbouring reserves. Visitors can watch demonstrations of Indian handicrafts, or see songs and dances performed by folk groups. A colourful parade winds through the streets of the reserve. This festival an added event for the museum's regular activities and attractions, has become very popular. Thousands of people come to participate, to learn about Indian art and customs, and to make friends.

encore. Une collection d'oiseaux empaillés représente toutes les espèces que l'on peut retrouver en Amérique. Une autre section du musée relate, au moyen de décors, la vie ancestrale des Abénakis.

Les visiteurs peuvent également visionner une série de diapositives qui représentent les personnalités d'Odanak et le genre de vie que l'on mène aujourd'hui à la réserve.

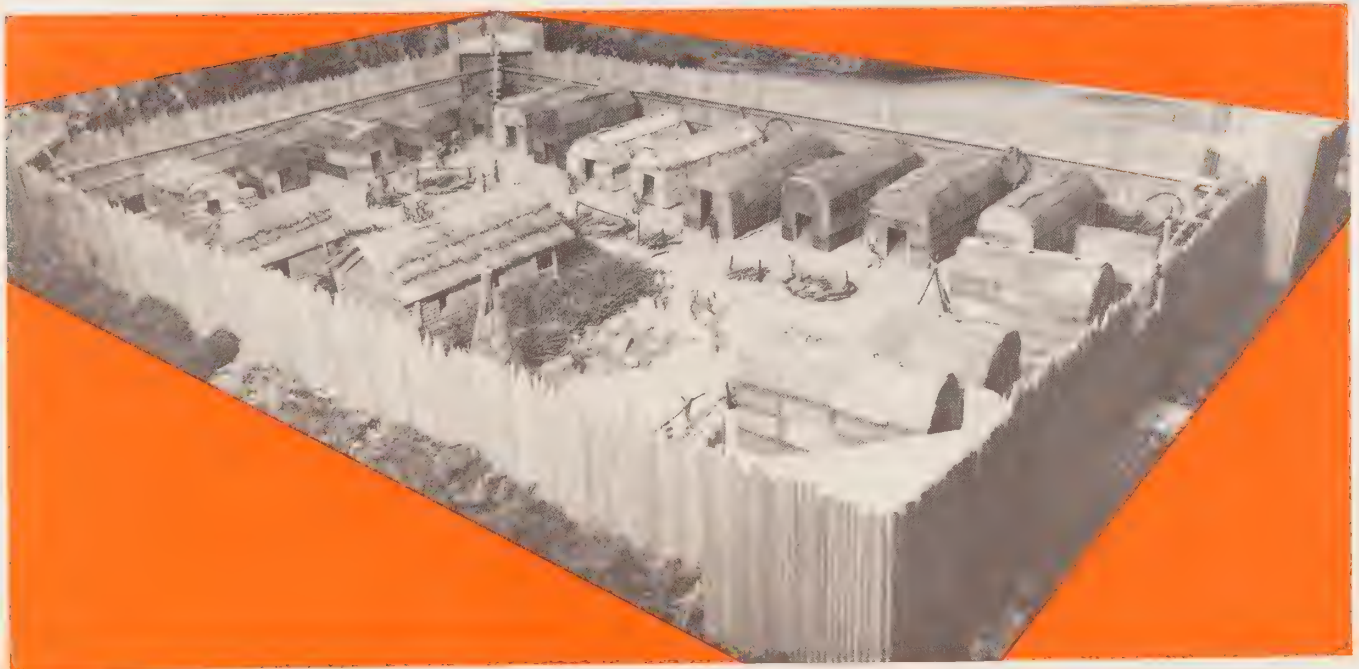
Le musée est ouvert aux visiteurs du mois de mai au mois de novembre et, l'an dernier, plus de 12,000 personnes s'y sont rendues.

Le financement du musée est assuré par le droit d'entrée (fort minime) que le visiteur débourse ainsi que par une subvention qu'accorde le ministère des Affaires culturelles du Québec. Cette année le Ministère a subventionné l'embauche de deux étudiants dont une résidente de la réserve, Nicole O'Bamsawin et un universitaire, Paul-André Cournoyer. Ces deux étudiants agissent à titre de guides.

Un autre aspect également intéressant pour le touriste est le Festival de la famille abénakise; en effet le premier dimanche de juillet, les Abénakis organisent une grande fête réunissant bon nombre d'Indiens des autres réserves avoisinantes. On organise des démonstrations d'artisanat indien, des groupes folkloriques exécutent des chants et des danses et un grand défilé est organisé dans la rue de la réserve, éclatant de couleurs et de sons.

Cette fête a une solide réputation et des milliers de personnes viennent d'un peu partout pour y assister, y fraterniser et ainsi se familiariser avec l'art et les coutumes indiennes.

La visite du musée des Abénakis d'Odanak vaut le déplacement.



The Abenakis settlement, where the Odanak Reserve is located, as it appeared in 1700. This model of the fort (Wakôlozan) was built using as a guide documents left by the Jesuits, particularly by Father Bigot, who was behind the Abenakis' migration to Odanak from their New England territory. They moved north as allies to and defenders of the French colonies.

Le fort Abénakis (Wakôlozin), tel qu'il était en 1700. On a procédé à la reconstitution, en miniature, de ce fort, d'après des documents laissés par les missionnaires jésuites, en particulier le Père Bigot qui a été l'un des instigateurs de la venue des Abénakis qui habitaient, à l'époque, la Nouvelle-Angleterre. Ils ont été invités en tant que nation alliée pour la défense de la colonie française.



# Sandy's Monument Bay Resort



It took only five months for Leslie Sandy to turn an old ramshackle island resort into a flourishing business that grossed about \$65,000 in its first year. His business, "Sandy's Monument Bay Resort", is the realization of a dream he and his wife Dolores have had for some years—a dream that became reality with the aid of the Department.

Leslie, a member of the Northwest Angle Band No. 33, is well known to the residents of Warroad, Minnesota, which is situated a few miles south of the Manitoba border. Tucked away on a quiet island in Lake of the Woods, Sandy's Monument Bay Resort can be reached by seaplane or boat during late spring, summer and fall.

Leslie's best friend, Julian LePage (better known in the area as "Fuzz"), runs the local air service and flies many customers to Leslie's resort in his Cessna 180 and 185 float planes. Guests also come in from Kenora by water aboard two large motorboats owned by Leslie.

"Leslie has to be one of the hardest working people I have ever known," says "Fuzz". "He took possession of the resort on May 25th and started fixing it up. The first customers arrived two days later. Not only was he greeting them and giving them first class service, but he was also repairing the place at the same time."

"We have ten cabins, a lodge and other service buildings. With extra accommodation in the second



storey of the boat house, we can now handle 40 guests," Leslie points out.

Since the resort opened 340 clients, all American, have flocked to Monument Bay in search of the "big ones", staying from three to five days at a package price of \$195 for five days.

"Many of them came back two and three times throughout the fishing season," says Leslie. "In August, one of the customers caught a 52-pound muskie. That brought many people back."

Unlike other fishing camps, which could best be described as colonial spartan, Leslie's resort offers everything. He boasts that all a guest has to bring is a fishing license, a toothbrush and a change of clothing. The basic five-day package plan offers accommodation, the use of a 16-foot aluminum boat (there are 14 of them), a motor, five gallons of gas per day, a hearty breakfast and supper in the lodge. Lunch consists of a fish-fry on the rocks—utilizing the morning's catch.

"We heard through the grapevine that the owner of Enchanted Island was thinking of selling," recalls Dolores Sandy. "Fuzz prodded us into looking into it and sure enough it was for sale. We went to Kenora to see Mr. Bob Bibeau of the Department of Indian and Northern Affairs to see if it was possible to get a loan through the Department."

"The Department called in the consulting firm of Lombard & North in Winnipeg," says Leslie. "They obtained a financial statement from the previous owners to see how the business had fared. The figures showed that although the resort had considerable potential, the profit and loss picture was not good.

The reason for this was largely due to the owner's lack of experience in running a resort."

The next step was to have the consultants make an onsite inspection to determine how much it would cost to get the resort back into shape and fully operational. Because of their previous background in managing a small resort on the reservation, the Sandys were spared the exercise of doing a projected profit and loss statement. Instead, they sent along a financial statement outlining their previous success with the on-reservation cabins.

The loan was approved and the Sandys were in the resort business on a large scale. "Once a year the books go in for a complete audit," says Mrs. Sandy. "We keep in close touch with the Department, calling frequently to give them an idea of how the business is going."

"When I took over the resort I had three guides working full-time. When the season is busiest, usually in June and early July, I have up to 15 people working for me. The number varies considerably because not all customers want guides, particularly the repeat customers."

There is every reason to expect the resort will increase its business annually because of a successful advertising program. The Sandys also hope to promote the idea of winter hunting as well as fishing to make the resort profitable year round.

"Although I would rather be outside," smiles Leslie, "I still get a bang out of seeing the profits rise in the books."







# The Great Owikeno Experiment

The giant Tyee salmon which return each year to spawn in the Wannock River, at the head of Rivers Inlet in British Columbia, have been famous among sports fishermen for many years.

From the middle of July to the end of August, when the Tyee run is on, the inlet literally teems with boats and anglers as sportsmen from all over the world congregate to try their luck with some of the heaviest salmon to be caught anywhere.

The growing number of sportsmen who each year seek out this fishing challenge have created a tourist season which though short is an important economic factor locally. As the number of visiting anglers increases the facilities to cater to them grow commensurately.

By the end of 1972 there were two well-established camps in the Tyee Permit Area, both on floats, as well as the old Good Hope Cannery some miles down the inlet which had been converted into a lodge. Also, a number of charter companies stationed large yachts in Kilbella Bay, to be used as floating hotels for the duration of the season. Guests are brought in and out by air. While this burgeoning business was of great value to the transient lodge operators and charter boat owners, it did little to benefit the local people except for those few who found summer employment as guides.

In 1972 Danny Walkus\*, who was then the elected chief of the Owikeno Indian Band, decided that it was high time the band participated in the annual business bonanza. Feasibility studies were made for the establishment of a small resort on band property and it was decided that accommodation and facilities for eight visiting anglers would be provided.

With financing assistance from the Indian Economic Development Fund, a large, well-furnished construction trailer was purchased and placed on site. Four 14-foot fibreglass runabouts with 20 HP outboard motors were bought, propane tanks filled, groceries ordered, duties allotted to band members, and all was ready for the 1973 season. Advertisements announcing the opening of this new fishing resort were placed in a number of Canadian and American newspapers and the first guests arrived.

Cooking and overall lodge supervision and housekeeping is provided by Danny Walkus' wife, Dorothy. Danny's two brothers, Willy and Percy, and his son Ted, provide much of the guiding.

Except for the very first party, whose arrival coincided with the invasion of the inlet by killer whales, all guests caught fish and were full of praise for the way in which they had been looked after and guided. They each announced their intention of returning for another trip.

New businesses need time to become established and well-known before their full potential can be realized; Owikeno Village Resort is no exception. Although it was not fully booked for the whole 1974 or 1975 seasons, the number of guests is showing a steady increase and enquiries and bookings for 1976 suggest that the best season yet is in the making.

\* Shortly after this story was prepared for IDEAS, Danny Walkus died in an airplane crash. He was instrumental in the planning and establishing of the Owikeno Village Resort and the business is being carried on by his family and the Band.



Danny Walkus, Mike and John Massey, guests.



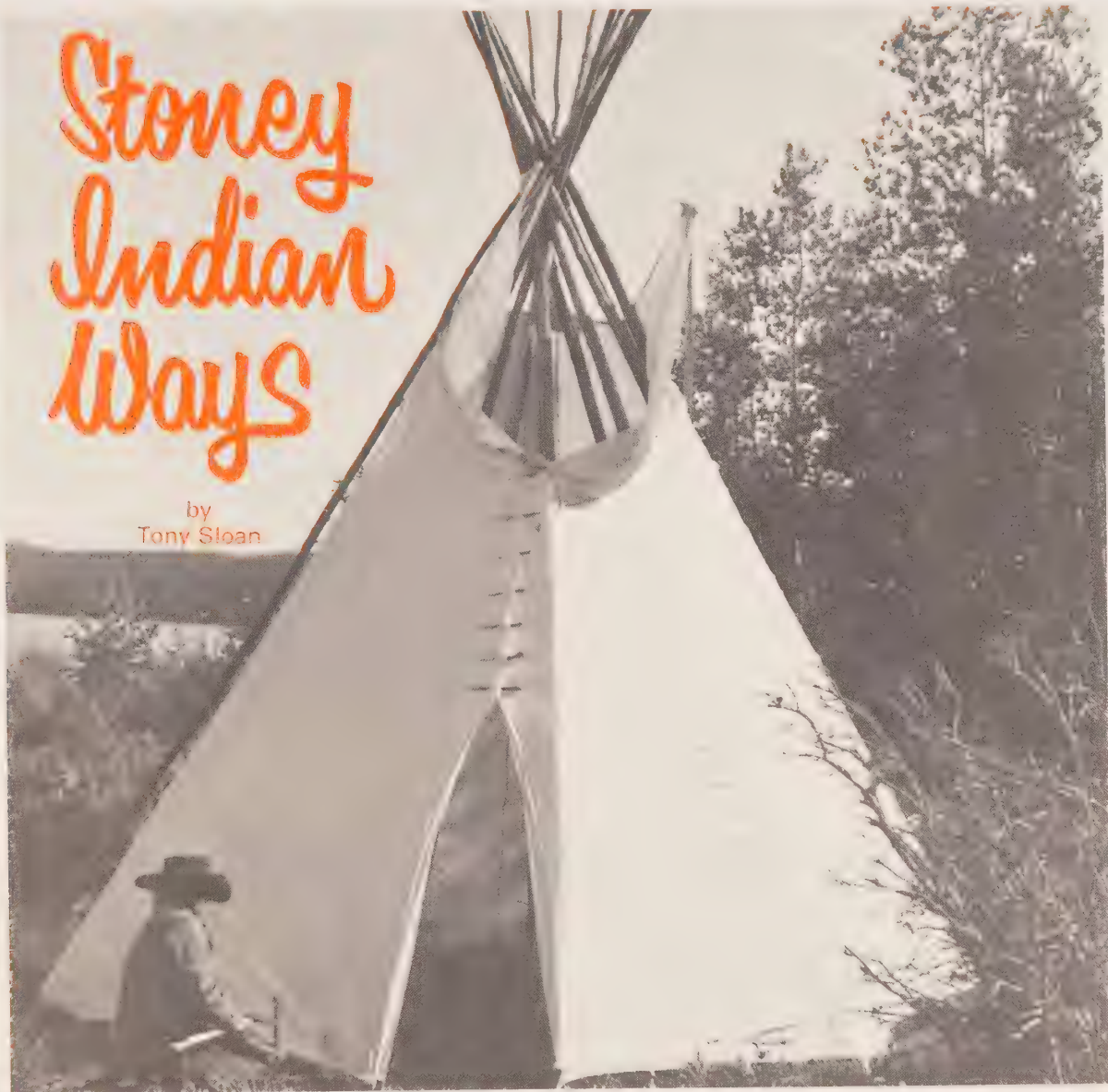
Guest and guide.



The following two articles have been prepared by the Canadian Government Office of Tourism and circulated widely throughout the United States to encourage American sportsmen to patronize Indian tourist operations in Canada.

# Stoney Indian Ways

by  
Tony Sloan



Someone once defined the term 'outdoorsman' as a whiteman who works at an indoor job so when he goes on holidays, he can live like an Indian for two weeks.

The Stoney Indian Culture Centre, 50 miles west of Calgary, Alberta, lends reality to the term with a 12-day participatory course on Stoney culture and their way of life. At present, the course is restricted to students from 14 to 18. Family participation is planned for the future.

The course offers a unique and fascinating opportunity to experience the ways of the most wilderness-wise people North America has known.

The base camp, consisting of service and administrative buildings as well as tepees, is about 10 miles west of Morley on the Stoney Reservation.

Upon my arrival, I was assigned my own tepee—a very large deluxe model with a wooden floor.

There was an hour to rest up before meeting camp officials. It was a relaxed and dreamy scene to lie back and watch the cottony clouds drift lazily high above the smoke hole on a sunny summer afternoon in the Alberta foothills. Later that night, I went to sleep to the rhythmic beat and sing-song chants of my Assiniboin hosts who occupied the tepee next door.

The Stoneys are a Sioux people who migrated north a few hundred years ago. They were called Assiniboin by the northern Cree, an Ojibwa word meaning 'who cooks by use of stones'. They are known today from the anglicized name 'Stoneys'.



A moose hide and grizzly bear skin had been fleshed and stretched out in the traditional curing process. Later the same woman in charge of hides demonstrated and explained the sewing techniques that produce the decorative beadwork that have adorned Indian artifacts since the days of the fur traders.

Indian laws, legends and beliefs are explained along with their respective roles in Indian society and history.

Canoes are available for paddling practice on adjacent Lake Bowfort. The bluff face of Mount Yamunski rears up on the opposite shore of this pondlike lake marking the eastern wall of the Canadian Rockies.

The reserve encompasses the transitional zone between mountains and plains and the spectacular foothill topography and valley forests are as rich in game as the land is varied in terrain.

The sweet and sour grizzly bear served at dinner was as unexpected as it was tasty. It was due to the bruin's unusual curiosity. He was one of three grizzly bears who had invaded the wilderness camp the week before and had touched off a minor riot after tearing a hole in the canvas and popping his head in to check on a tepee full of students.

It has been said that the North American Plains Indian is a natural equestrian. The Stoney are living proof of such a claim. They lope along as easy as a gentle Chinook wind while at other times they flash across an alpine meadow at a furious speed but with the same avian grace of the expert rider.

The course is divided into three-day segments starting with an introductory or culture session where the basics of craftsmanship, riding and canoeing are taught.

Next a three-day back packing trip combines a hike to caves and historic sites with training in the use of fire and the procurement of shelter and food in a wilderness environment.

The Stoney way of life becomes immediately apparent as the group revert to horses for the ride out to the wilderness camp. The rugged forested terrain interspersed with scrub covered meadowlands is ideal for trail riding and has been retained as a relatively undisturbed hunting ground where the horse is still king.

The region is particularly rich in flora and fauna and your Stoney guide (one guide to a maximum of eight students) will point out everything from edible or medicinal plants to elk and moose.

A semi-domesticated herd of buffalo snort and puff only a few miles from the base camp while young birders from the east may log their first sightings of mountain bluebirds, magpies and Clark's Nutcrackers. Canoeing sightings may include red necked and horned grebes plus a variety of sandpipers and ducks.

At day's end, several of the younger guides, who are accomplished guitarists and singers, invariably serve up a varied repertoire ranging from country-western to campfire rock.

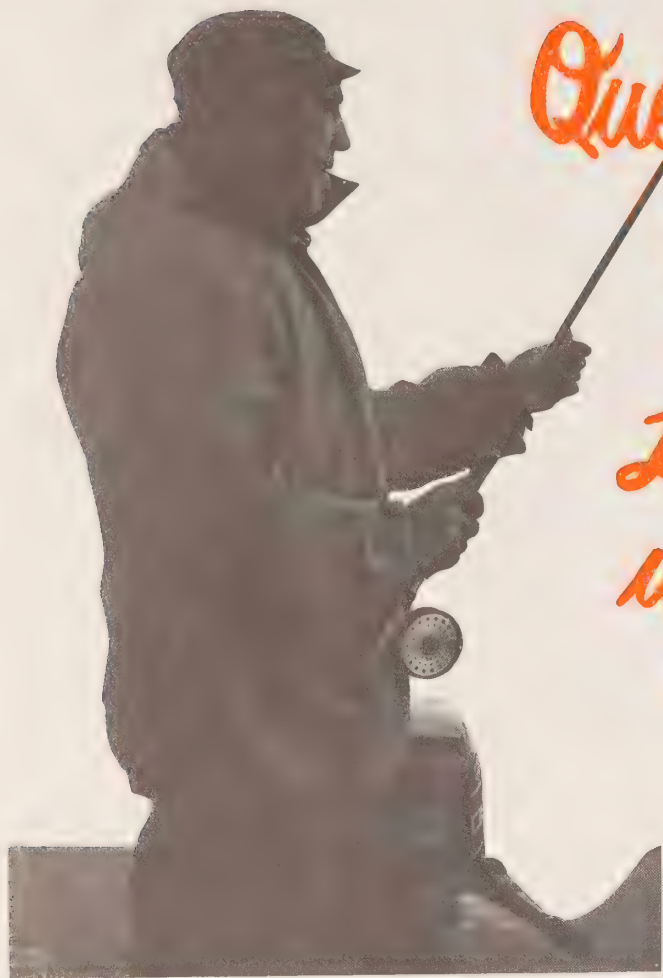
A quieter time can be enjoyed listening to the older men recount legends and stories of past times. Paul Wesley's years and wisdom serve him well whether he is erecting a tepee or telling a fireside tale.

"A long time ago," Paul recounted in his soft gentle Sioux voice, "we were hunting, my brothers and me. My brothers had circled around and after a while, I heard shots, and soon a bear came running down right toward me. I fired right away but I missed and then my gun jammed. The bear kept coming so I dropped my gun and started climbing a tree. That darn bear came to the tree and started to climb right up after me . . . and that darn bear you know . . . he climbed right past me."

The fire burns low in your tepee and the smoke, almost invisible now, rises slowly into the cool western night. Tomorrow you must take leave of your Stoney hosts and you will be sorry to go.







# Quebec's Sometimes Ouananiche

by/par  
Tony Sloan

## La Ouananiche une Pêche Quasi Miraculeuse

"Parfois", me dit Jean Courtois, "les ouananiches ne mordent pas longtemps et parfois elle mordent toute la journée, et quelquefois . . .", une tache violet argenté de deux pieds de long émerge des rapides et s'élance vers le ciel, ". . . elles mordent tout de suite comme maintenant!"

La ouananiche exécute une pirouette acrobatique et puis, vlan à l'eau, elle tente de poursuivre sa route. Jean se précipite et, malgré la situation critique, il me prie de prendre sa ligne et d'engager le combat.

"Les ouananiches sont très puissantes" me dit Jean avec excitation. "Garde le bout de la ligne dans les airs et tiens-la bien si le poisson se débat", et ainsi de suite. Après quelques minutes, je ramène l'adversaire dans le filet de Jean et je pose, à ce moment-ci, mon regard sur ma première ouananiche. Elle doit peser environ trois ou quatre livres et quelle magnifique prise!

"Dommage que ce n'était pas une grosse". Et Jean de poursuivre, "Ces ouananiches pèsent quelquefois huit ou dix livres".

La ouananiche est un saumon d'eau douce, mais vous n'en trouverez certes pas dans les ruisseaux derrière chez vous. Nous nous trouvons au camp Chambeaux #1 sur la rivière Kaniapiskau, en pleine nature sauvage du Nord du Québec, à environ 100 milles à l'ouest de Wabush, au Labrador.

Pour vous y rendre, vous prenez un avion Québec-air de Montréal et puis un avion du Grand Nord des services aériens des Laurentides à Wabush pour vous rendre aux camps de pêche, quelque 100 milles plus loin.

Les deux tiers environ de cette région sauvage sont couverts d'eau. De l'avion, on peut voir une région tachetée de lacs, séparés par des rangées basses d'épinettes noires, entourées d'un enchevêtrement de mousse de sphaigne. Le cours de la rivière Kaniapiskau n'est visible que là où il y a des rapides entre les lacs. Ces rapides sont les endroits préférés des pêcheurs

"Sometimes," Jean Courtois said, "these ouananiche (wa-ann-nish) they bite for only a short time and sometimes they keep biting all day and sometimes . . .", two feet of silver-sided-purple exploded out of the rapids and tried to climb into the sky," . . . they bite right away like right now!"

The ouananiche did an end-for-end before whacking back into the water and starting its run downstream. Jean rushed forward and regardless of the critical situation insisted I take his rod and do battle.

"These ouananiche are very strong" counselled Jean excitedly. "Keep the tip up, keep the line tight if he turns," etc and etc. Minutes later I led the battler into Jean's waiting net and I had my first heart-pounding close-up of a ouananiche. It was between a three-and-four-pounder and a beautiful sight to behold.

"Too bad it wasn't a big one." Jean observed, "These ouananiche weigh maybe eight, ten pounds sometimes."

The ouananiche is defined as a landlocked Atlantic salmon but you're not likely to find him in your neighborhood brook down by the old mill. We were fishing out of Chambeaux Camp #1 on the Kaniapiskau River in the vast wilderness interior of northern Québec about 100 miles west of Wabush in western Labrador.

To get here, you take a Québecair jet out of Montréal and then switch to a Laurentian Air Services bush plane at Wabush for the 100-mile flight to the fishing camps.

This remote wilderness country is about two-



thirds water. The aerial view reveals a mottled carpet of lakes divided by low-lying ridges of black spruce bordered by the ever-encroaching vanguard of sphagnum moss. The course of the Kaniapiskau River is only evident where short stretches of white water are noted between connecting lakes. These rapids are the favored fishing sites for the highly prized ouananiche rod-bending speckled trout and pike. Lake trout are trolled for in deeper water.

The Chambeaux Camps, five in all, are owned and operated by Montagnais Indians and are situated along the Kaniapiskau River basin which is rated as probably the finest interior fishing water south of the Ungava.

The magnitude of the accessible area, which includes up to 60 different rapids, can be imagined when one realizes that it is 67 miles between Camp #5 and Camp #2 and all five camps encompass an estimated individual area of 25 square miles.

Each camp accommodates from four to eight anglers in wood-framed tents with oil stove and comfortable bunks. You are requested to limit your clothing to warm and rugged bush wear, including boots and rain suits, while fishing gear is a matter of choice with fly and spinning equipment predominant.

The season begins towards the end of June and closes after the first week in September.

I changed to a Mepps spinner on my second cast. The rod throbbed and you take that tight little breath through your teeth when the line starts to sing out.

My exultant yelp brought Jean to attention but when no aerial display occurred, he was content to offer encouragement until it began to appear I had a second fight on my hands. Jean came up and stood by with the net as the shoreline rocks were like wet soap.

As Jean had concluded it was no ouananiche but a beautiful four-pound speckle (brook trout). He was pleased that I was impressed and stated we would have the trout for lunch.

We moved up-river to another fast-running channel and while we landed two more good-sized brookies, I still hadn't officially hooked my first ouananiche, and time was short. This would be my only full day in camp, and since it also coincided with the last day of the season, it would be this afternoon or more likely, lying a little about the one Jean had hooked.

After lunch Jean decided to return to the first rapids as it was closer to camp and the weather had begun to close in. Fall comes early in the north.

Wind and rain lashed the river and, although fully toggled for this sort of weather, our do-or-die enthusiasm was on the wane. Besides, as Jean had said earlier, the ouananiche were near spawning time and wouldn't bite as readily as they would earlier in the season.

Then I sensed more than felt a light tug, probably a small brookie and then boing! Everything strummed tight and a second later my very own ouananiche came right up into the wind and the rain.

We slithered about on those damn rain-slicked rocks and I remember sitting down very hard once, but in the end we had a five-pounder with a few ounces to spare.

Besides being a fighter, the ouananiche proved to be a singularly tasty fish, when exquisitely served with a lightly seasoned stuffing of fresh vegetables and a white wine.

de ouananiche, de truite mouchetée et de brochet. La truite peut être pêchée à la cuiller en eau profonde.

Les camps Chambeaux, au nombre de cinq, appartiennent aux Indiens montagnais qui les exploitent. Ils sont situés le long du bassin de la rivière Kaniapiskau, lequel est considéré comme le meilleur endroit pour la pêche à l'intérieur des terres, au sud de l'Ungava.

On se rend compte de la grandeur de cette région, qui compte au moins 60 rapides, si l'on songe que 67 milles séparent les camps #5 et #2, et que chaque camp dessert une superficie de 25 milles carrés.

Par ailleurs, chaque camp peut loger de quatre à huit pêcheurs à la ligne dans des tentes à charpente de bois, dotées de poêles à l'huile et de lits de camp confortables. On vous prie de n'apporter que des vêtements chauds pour vous protéger contre les rigueurs du Grand Nord, y compris des bottes et des habits pour la pluie. Quant à l'attirail de pêche, vous êtes libre de choisir ce qui vous plaît. Le plus souvent, les pêcheurs apportent des mouches ou des agrès de pêche à la cuiller.

La saison commence à la fin de juin pour se terminer après la première semaine de septembre.

Après mon second lancer, je pêche à la cuiller Mepps. La ligne tremblotte et vous retenez votre souffle lorsque la ligne commence à danser.

Mon cri de joie attire l'attention de Jean mais lorsqu'on ne voit rien apparaître, il continue de m'offrir quelques bons mots d'encouragement jusqu'au moment où je crois devoir engager un nouveau combat. Jean s'approche et se tient debout avec le filet car les roches sont très glissantes.

Comme Jean l'a prévu, ce n'est pas une ouananiche mais une magnifique truite mouchetée de quatre livres. Il éprouve un grand plaisir de me voir si impressionné et déclare que nous la dégusterons au déjeuner.

Nous remontons la rivière jusqu'à un canal rapide et malgré nos deux belles prises, je n'ai pas encore pêché ma première ouananiche, et le temps file vite. Il s'agit de ma seule journée de pêche au camp et puisqu'elle coïncide avec la dernière journée de la saison, je dois l'attraper cet après-midi ou alors faire comme tout bon pêcheur qui se respecte, mentir au sujet de la prise de Jean.

Après le déjeuner, Jean décide de retourner aux premiers rapides puisqu'ils sont les plus proches du camp et que le ciel s'assombrit. L'automne arrive tôt dans le Nord.

Le vent et la pluie cinglent la rivière et, malgré nos vêtements appropriés à ce genre de climat, notre détermination enthousiaste commence à s'ébranler. En outre, comme Jean a dit, la ouananiche approche de l'époque de frai et ne mord pas aussi facilement pendant cette période qu'au début de la saison.

À ce moment, je sens quelque chose tirer sur ma ligne, c'est probablement une truite mouchetée et puis . . . Je ne lâche pas prise et puis une seconde plus tard je vois apparaître ma ouananiche à moi.

Nous glissons sur les roches trempées et je me souviens d'être tombé sur le postérieur très durement, mais à la fin nous en retirons une de cinq livres et quelques onces.

En plus d'être combative, la ouananiche s'est avérée un poisson délicieux, servi avec une farce de légumes frais légèrement assaisonnée et un vin blanc.



# Businessmen's Notebook

## Economic Development — Operations, 16 m.m. Colour, Sound Films

**"Think Mink"** — (5 minutes)

"Think Mink" features Shong Way Shi, an Indian-owned and operated fur coat factory at Whitefish Bay, Ontario. (Production methods have changed since film was made).

**"Oysters On A String"** — (5 minutes)

Features oyster farming at Eskasoni, Nova Scotia.

**"Train Without Tracks"** — (6 minutes)

Features use of a tractor train on James Bay during the winter months.

**"The Business Age"** — (25 minutes)

A look at three Indian-owned operations... a ski resort in Thunder Bay, a canoe manufacturer in Huron Village, and the lacrosse stick factory at St. Régis.

**"Sawridge Motor Hotel"** — (8 minutes)

The opening and comments on this Indian-owned operation at Sawridge, Alberta.

**"Co-Participation"** — (9 minutes)

Animated slide presentation on economic development activities and operations of the Fund.

**"It's Our Move"** — (22 minutes)

Features Indian-owned enterprises on various Ontario Indian reserves.

**"Kainai"** — (26 minutes)

Features a pre-fabricated housing plant on the Blood Indian Reserve in Alberta.

**"Beyond Glooscap"** — (27 minutes)

The film describes in detail the concerted efforts of Maritime Indian people, individually and collectively, to enhance their economic status.

**"Kamloops"** — (8 minutes)

Features a cattle ranch and haying operation in Kamloops, British Columbia.

**"Nehiyow"** — (27 minutes)

Features Indian arts and crafts of the prairies.

## In Production

**"Taking Care of Business"** — (27 minutes)

Indian businesses in the prairie provinces.

**"Inkameep"** — (12 minutes)

Inkameep Vineyards on the Osoyoos Reserve in British Columbia.

**"Abenaki"** — (15 minutes)

A new motel and spin-off industry, Millbrook Reserve, Nova Scotia.

## Economic Development — Operations, Publications

### (1) Establishing Laundromats on Indian Reserves

This booklet is a step-by-step approach to establishing laundromats on Indian reserves. It provides standard operating data for businesses of various sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

### (2) Establishing Service Stations on Indian Reserves

This booklet is based on a step-by-step approach to establishing service stations on Indian reserves. It provides standard operating data for businesses of various sizes, work sheets for surveys and estimates and also details of sources of technical and financial assistance.

### (3) Establishing Convenience Stores and Supermarkets on Indian Reserves

This booklet is a step-by-step approach to establishing convenience stores and supermarkets on Indian reserves. It provides standard operating data for businesses of various sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

### (4) Establishing Bakeries on Indian Reserves

This booklet is based on a step-by-step approach to establishing bakeries on Indian reserves. It provides standard operating data for businesses of various sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

### (5) Establishing Beauty Salons and Barber Shops on Indian Reserves

These booklets are based on a step-by-step approach to establishing beauty salons and barber shops on Indian reserves. They provide standard operating data for businesses of various sizes, work sheets for surveys and estimates and, also details of sources of technical and financial assistance.

### (6) Indian Economic Development Fund

Brief description of the operation of the Indian Economic Development Fund.

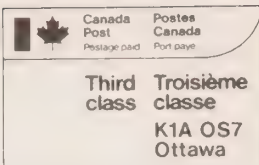
### (7) Joint Ventures

Annual Report for the Economic Development Branch.

### (8) Your Own Business — Why Not?

This pamphlet describes how to get money to go into business and general requirements for getting a loan or grant, as well as describing business assistance offered by the Economic Development Program.





Ottawa, K1A 0H4, Canada

### Businessmen's Notebook Cont'd

**(9) Your Own Business — Can You Manage?**

This pamphlet contains practical advice on the more important areas of management and decision-making such as banking, using money profitably, determining selling price, buying and selling on credit, insurance and government regulations.

**(10) Your Own Business — Why Keep Records?**

This booklet is intended to help you keep adequate records which will aid you in your day-to-day business activities. Explains banking records, monthly summaries, credit sales, accounts payable and other general information.

**(11) Minerals on Indian Reserves: Mining**

The purpose of this booklet is to inform Indian people, the mining industry, and others of the potential for minerals on Indian Reserves and how this resource may be developed.

**(12) Canadian Indian Tourist Outfitting and Outdoor Recreation Facilities**

This directory provides brief descriptions of Canadian Indian Tourist outfitting and outdoor recreation facilities from coast-to-coast.

**(13) Indian Mining Regulations, Indian Act P.C. 1968-1865**

An Act of Parliament governing mining on Indian Reserves.

**(14) Indian Act, Indian Oil and Gas Regulations, Amended, P.C. 1969-1824**

An amendment to the Indian oil and gas regulations by the Parliament of Canada.

**(15) Indian Economic Development Account Regulations, P.C. 1971-480**

Regulations respecting loans for the purpose of economic development of Indians.

**(16) Ideas**

Ideas is a quarterly review of developments of interest to the Indian and Eskimo business community.

**(17) Business Advice**

This folder describes various sources of business advice available to Indian businessmen.

**(18) A Compendium of Financial Assistance Programs of the Federal and Provincial Governments**

This well-documented compendium contains useful information including program objectives, nature of assistance, eligibility and contacts.

**(19) Fish — Hunt — Camp — Manitoba**

This attractive brochure describes various Indian fishing and/or hunting camps in Manitoba.

**(20) Dialogue — "Indian Economic Development Fund"**

This issue of Dialogue describes the purpose of the loan fund, the need, leasing of land, income tax, and incentives for on-reserve industrial parks.

**(21) Indian Act — Indian Quartz Mining Regulation, P.C. 1954-1366**

Regulations for quartz mining on Indian reserves as set down by the Government of Canada.

**(22) Indian Act — Indian Oil and Gas Regulations, Amended, P.C. 1969-1824**

Amendments to the oil and gas regulation as they relate to Indians.

**(23) Indian Act — Indian Timber Regulations**

Regulations for the disposal of timber from Indian reserves and surrendered lands.

### In Production

**How To Set Up A Tourist Outfitting Business**

A comprehensive working booklet containing information required for all aspects, from preparing initial development proposals to obtaining technical advice and financial assistance, for actually putting a plan into operation.

**How To Set Up An Arts and Crafts Business**

This booklet will outline details for Indian artists, artisans and producers. How to set up production centres, how to maintain quality and standards and how to sell products showing Canadian Indian markets.

All films & publications are available on request to the Regional Offices.





Indian and Eskimo Affairs Program  
**Economic Development**

Programme des affaires indiennes  
et esquimaudes  
**Promotion économique**

# Ideas

# Idées

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Editor Lois A. Wraight	Rédacteur Lois A. Wraight
Editorial Advisory Committee W. Brant, F.R. Goodleaf, T.A. Nahanee	Comité consultatif de rédaction W. Brant, F.R. Goodleaf, T.A. Nahanee
Please address all corres- pondence to the Editor, <i>Ideas</i> , Room 630, 400 Laurier Avenue West, Ottawa, Ontario, K1A 0H4, Telephone (613) 995-8603.	Toute correspondance doit être adressée au Rédacteur, <i>Idées</i> , pièce 630, 400 ouest ave. Laurier, Ottawa, Ontario, K1A 0H4 Téléphone (613) 995-8603.

*Ideas* is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Judd Buchanan, Minister of Indian & Northern Affairs.

*Idées* est une publication trimestrielle consacrée à la promotion des réalisations qui s'adressent aux Indiens et au monde indien des affaires. *Idées* est publiée avec l'autorisation de l'honorable Judd Buchanan, ministre des Affaires indiennes et du Nord.

## Editor's Note:

Many Indian people, as individuals and as groups, have discovered the economic power inherent in their ownership of some of the prime land of Canada.

In this issue we have collected some examples of real estate activity that have earned profits, created jobs and resulted in general land development to the advantage of the Indian people concerned. In many of the enterprises described Indians have developed their lands to the point where its original value has greatly increased to their direct benefit.

Projects like The Pas Shopping Centre and others are success stories whose beginnings and fulfilment reflect the drive and energy of people determined to wreak economic independence from the land.

Lois A. Wraight,  
EDITOR - IDEAS



N.B. In our Special New Year's Issue of IDEAS we confused some essential facts during our interviews with some of the people in our stores. In particular, Marilyn Sark lives on Lennox Island, P.E.I. and Darrel Paul is a Malacite Indian working in Amherst, N.S.

All articles published in IDEAS are available in French on request.





INDIAN  
RESERVE  
LANDS

LES TERRES  
DES RESERVES  
INDIENNES





## Indian Reserve Lands Les Terres des Réserves Indiennes

Most Indian reserves are Crown-owned lands which have been set aside for the use and benefit of an Indian band. These reserves have been established in a number of ways: by treaty; by purchase by the Crown or Indian band; by grant of the French or British Crown; by agreement with the provinces, by statute of federal, provincial or colonial governments, or by a combination of two or more of these.

In each case, the act of setting aside creates an Indian interest — the right to use and occupy the land. This right is separate from the title to the land which was not given to the Indian people, but remained with the Crown. Whether title to these lands was held by the federal or provincial Crown, however, only the Parliament of Canada was given the authority, under the British North America Act, to legislate in regard to them.

### How They Are Administered

Legislation subsequently passed by Parliament with respect to Indian lands was enabling legislation. It provided the ways by which the federal Crown could administer the reserve lands for the benefit of the Indian bands for whom they had been set aside. This form of administration was necessary because a band had no legal identity as such. Furthermore, Indian people at that time were totally unfamiliar with the non-Indian concepts of land ownership. This is not true today.

Originally, the basic concern was to ensure the continued existence of reserve lands. This concern is still the cornerstone of the present Indian Act. The Federal Government acts as a trustee: the joint consent of the band and of the Federal Government is required before reserve lands can be "sold, alienated or otherwise disposed of".

The effect of the first and subsequent Indian Acts has been to vest much of the day-to-day administration of reserve lands with the Federal Government and now with the Indian people — a natural overflow from the trust responsibility.

In recent years, the wide powers that the Minister of Indian Affairs has over reserve lands have been exercised more and more in connection with the Indian bands. In theory, however, they can still be put to use arbitrarily because the legislation which created them is still in effect.

An Indian band has the right to the use and benefit of the reserve set aside for it. It has, under the Indian Act, the right to control that use **within the band**. It exercises this right through its council. The council, for example, may, by the process of allotment, give to band members the rights with respect to use which are comparable to the rights inherent in title to non-reserve lands.

Neither a band member nor the band council, however, has any authority or jurisdiction to deal with anyone other than a member of their band with respect to reserve land. Only the Minister of Indian Affairs can grant rights or interests in this land to anyone who is not a member of that specific band.

La plupart des réserves indiennes se composent de terres qui appartiennent à la Couronne et que cette dernière a mise de côté à l'usage et au profit d'une bande. Ces réserves ont été créées de diverses façons: par traité, par achat par la Couronne ou par une bande indienne, par octroi de la Couronne française ou britannique, par entente avec les provinces, par décret de l'administration fédérale, provinciale ou coloniale, ou par un ensemble de deux ou plusieurs de ces éléments.

Dans chaque cas, la mise de côté concède à l'Indien un privilège, celui d'exploiter et d'occuper la terre. Ce privilège est différent du titre foncier qui n'est pas donné à la population indienne, mais demeure à la Couronne. Les titres de ces biens-fonds sont détenus par le gouvernement provincial ou fédéral; seul le Parlement du Canada possède toutefois les pouvoirs, en vertu de l'Acte de l'Amérique du Nord britannique, d'adopter des lois à ce sujet.

### Administration

Les lois relatives aux terres indiennes adoptées ultérieurement par le Parlement ont été en général des mesures habilitantes. Ces lois ont doté le gouvernement fédéral des moyens nécessaires pour administrer les terres des réserves au profit des bandes indiennes, à l'intention desquelles on les avaient mises de côté. Ce mode d'administration était nécessaire, car les bandes n'avaient pas de statut juridique véritable. De plus, les Indiens de cette époque ignoraient complètement les notions non indiennes de propriété foncière, ce qui n'est plus le cas de nos jours.

Au début, ces mesures avaient pour but fondamental d'assurer la permanence des terres des réserves. Cet objectif constitue toujours la pierre angulaire de la présente Loi sur les Indiens. Le gouvernement fédéral joue le rôle d'un organisme fiduciaire: il faut la double autorisation de la bande et du gouvernement fédéral pour que les terres des réserves puissent être vendues, aliénées ou qu'il en soit autrement disposé.

La première Loi sur les Indiens et les lois ultérieures ont eu pour résultat de confier une grande partie de l'administration quotidienne des terres des réserves au gouvernement fédéral et non aux Indiens, conséquence normale du mode de gestion fiduciaire.

Au cours des dernières années, les vastes pouvoirs que détient le ministre des Affaires indiennes à l'égard des terres des réserves ont été exercés en collaboration de plus en plus étroite avec les bandes indiennes. En théorie, cependant, ces pouvoirs peuvent encore être appliqués arbitrairement, car la Loi qui les a créés est toujours en vigueur.

Une bande indienne a droit à l'usage et au profit des terres des réserves mises de côté à son intention. En vertu de la Loi sur les Indiens, celle-ci a également le pouvoir d'exercer un certain contrôle sur l'utilisation de ces terres au sein de la bande. Ce pouvoir est exercé par le conseil de bande qui peut, par exemple, par voie d'attribution, accorder aux membres de la bande des droits d'utilisation



He in turn can, with a few exceptions, only grant such rights and interests if the Indian interest has been removed when the lands have been formally surrendered by the band for which they were set aside. There are some exceptions set out in the Indian Act, but the basic rule is that the consent of the band, formally obtained through a surrender vote or referendum, is required before any such commitment can be made by the Minister.

Once the lands have been surrendered, they cease to be reserve lands and the Crown, as holder of unencumbered title to them, is empowered to dispose of them subject to any conditions which may have been imposed by the band at the time of the surrender. The authority of the Crown is exercised by the Minister of Indian Affairs and it is one of his duties to ensure that any rights the provinces may have and which arise upon the surrender of the Indian interest, are respected. This can include respecting provincial title to the land and the terms of any agreements which have been made between the provinces and the Federal Government regarding reserve lands. In this respect, agreements have been made with most of the provinces where title to reserve land is vested in the provincial Crown, so that money derived from the sale or lease of surrendered reserve lands goes directly into band funds.

Reserve lands may also cease to be reserved if the band for which they were set aside becomes extinct. In this case, the band's interest in these lands is automatically extinguished; the lands become federal or provincial Crown lands unencumbered by any Indian interest. The Crown, and only the Crown, is empowered to dispose of them. Benefits arising from their disposal and from the disposal of any resources on them go to the Crown.



de ces terres qui se comparent aux droits inhérents des titres des terres situées hors des réserves.

Ni un membre de la bande, ni le conseil de bande ne possède, cependant, le pouvoir ou la compétence de traiter avec quiconque, sauf un membre de ladite bande, relativement aux terres de la réserve. Seul le ministre des Affaires indiennes peut accorder des droits ou des privilèges à l'égard de ces terres à quiconque n'est pas membre de cette bande précise.

De son côté, le Ministre ne peut, sauf quelques exceptions, qu'accorder ces droits et privilèges si les droits des Indiens se sont éteints: lorsque les terres ont été officiellement cédées par la bande à l'intention de laquelle elles avaient été mises de côté. La Loi sur les Indiens stipule quelques exceptions, mais, règle fondamentale, il faut obtenir le consentement explicite de la bande, exprimé par un vote de cession ou un référendum, avant que le Ministre puisse prendre des engagements.

Une fois cédées, les terres cessent d'être des terres de réserve et la Couronne, à titre de détentrice des titres francs de toute obligation, peut en disposer, compte tenu de toute condition que peut avoir stipulée la bande au moment de la cession. C'est le ministre des Affaires indiennes qui exerce les pouvoirs de la Couronne et il lui incombe d'assurer le respect de tous les droits que les provinces peuvent détenir et qui peuvent découler de la cession des privilèges des Indiens. Il peut s'agir de titres provinciaux de biens fonciers et des modalités de toutes entente conclue entre les provinces et le gouvernement fédéral au sujet des terres des réserves. A cet égard, des ententes ont été conclues avec la plupart des provinces où les titres des terres des réserves sont détenus par l'administration provinciale, afin que les sommes perçues de la vente ou de la location des terres cédées des réserves soient versées directement aux fonds de bandes.

Les terres réservées aux Indiens peuvent également cesser de l'être si la bande pour laquelle elles avaient été mises de côté disparaît. Dans ce cas, les privilèges de la bande à l'égard de ces terres s'éteignent automatiquement et les terres deviennent propriété de l'administration fédérale ou provinciale, franche de tout privilège indien. La Couronne, et cette dernière seulement, peut en disposer. Les avantages que comportent ces transactions et l'exploitation de toutes les ressources qui se trouvent sur ces terres reviennent à la Couronne.





# Alberta

## Beginnings

A complex situation at the best of times, large real estate developments increase in complexity and problems when they are undertaken by a Band for development of Reserve Lands.

The special status of the land within the terms of the Indian Act, the necessary group decision making processes, the need to keep all Band members informed about the project, and many other factors unique to a Band project complicate the development process and slow down the rate of progress.

In their real estate development projects the Blackfoot and other Bands of southern Alberta have had to contend with five major problems:

### 1 Initial Planning

Embarking on a new project demands that Band members become acclimatized to the business world, be prepared to encounter obstacles and proceed slowly and carefully. The Band members involved had to be familiarized with the varied aspects of total project planning. The aspects of design, engineering, construction, marketing, maintenance and financing must be planned simultaneously with careful consideration paid to every phase of development and all activities required.

The Alberta Bands found that initial reliance on outside resource people served as a valuable learning experience, and project development was smoother and easier after the difficult preliminary planning had established guidelines, procedures and time schedules. Band members then had a realistic picture of the work required, costs involved and time limitations.

### 2 Communication

Effective communication between Band members and those developing the project is the key to a smooth and successful operation. The project must have the Band's full support behind it throughout all stages of development. Members must be kept informed as to the progress and direction of the project, and all the work that is involved. One Band implemented a communications program including brochures, tours, and meetings to familiarize members with the development and gained their valuable support and understanding.

A management committee comprised of consultants and members should be established before the preliminary planning stage is undertaken.

### 3 Time Estimates

Due to the necessity of estimating time requirements to avoid delays in all phases of development and marketing, developers should be aware of how long the

various processes take.

The first stage following the incorporation of a company is the preparation for conditional land surrender. This involves the passing of a Band Council resolution and a survey of the property followed by a general Band vote which must be approved by a minimum of 51% of the eligible voters.

Once the project has the required Band approval, the land must be surrendered to the Crown, which then leases the land back to the development company. The development company then must do another land survey prior to the property becoming available for sub-leasing.

Alberta Bands have found this process can take up to a year or more before the final legal right-to-use is granted. Before the developing company can begin sub-leasing to public, this process must be complete.

The total time involved in a real estate development can be discouraging to the Band. However, the Blackfoot Band has found that some physical evidence of the project (such as ground breaking or brush clearing) lifts morale and provides encouragement to continue.

### 4 Cooperation

Although reserve land is governed by Federal law only, provincial standards should not be ignored. The Band should cooperate with provincial officials and attempt to satisfy provincial conditions both for public relations and convenience. Cooperation with surrounding municipalities may be required in such areas as education, utilities, fire protection, police, etc.

### 5 Restrictions

This problem, more specific than the others, is a legalistic one that can be easily avoided. Development companies may decide to place restrictions on building designs and leasing requirements and methods of enforcement. Such decisions must be made well in advance of marketing activities. For leases and building contracts to be legally binding, these requirements must be established in writing and made known to all interested markets.



# The Results...

## Siksika Cottage Resort, Gleichen, Alberta

When a proposed tourist-recreation development on the banks of the Bow River east of Calgary was found to be an uneconomic project, Alberta's Blackfoot Band took another look at alternate resource use and feasible markets.

This time, the concept was a proposal for a real estate project designed to meet the demand in southern Alberta for vacation home lots with wide-ranging recreational facilities. Reliable survey results showed a lack of reasonably priced lakeside lots available in the Calgary area, and the Department agreed that the proposed Siksika Cottage Resort had a ready-made market.

The Band formed its own development company — the Siksika Vacation Resort Company Limited; held a referendum to surrender reserve land to the Crown for 40 years, and arranged to have the Crown lease the land back to the Company. The Company began work on preliminary plans for design engineering, construction, and, together with an outside consulting firm, prepared detailed blueprints and statements of projected revenues and expenses.

The 280 acre cottage resort, located within a curve of the Bow River and a valley wall, will include well over 300 wooded quarter-acre cottage lots, serviced by roads, a domestic summer water system, street lights and power. For recreation, there will be a 9-hole golf course, a practice green, a well appointed clubhouse with lounge and pro shop, a seven-acre artificial lake designed for swimming and canoeing, a convenience store, laudromat, locker rooms and washrooms, beach concession outlets, tennis courts, basketball court, softball diamond, children's play area, riding stable and parking lots.

The cottage lots will be individually sub-leased on a pre-paid lease basis at an estimated average price of \$6,000 per lot for a period of 38 years. In addition, lessees will pay an annual fee of about \$350 as an overall maintenance charge. For this charge, lessees receive exclusive access to all facilities for themselves and their registered guests, as well as full-time, year-round security provided by the Company.





# Planning The Project

Funds for preliminary research and planning were granted to the Company through the Department and Band contributions. However, since it would not be possible for the Band to offset costs through lot sales until completion of the total development, bank financing was required for the entire development cost. The developing company worked together with the District Indian Affairs Office in preparing financial information to be presented to private financial institutions. Based on the merit of the project and this financial information, a Canadian bank has agreed to lend sufficient funds to the Siksika Company, and the Department has agreed to guarantee the loan from the Indian Economic Development fund.

A major obstacle to the successful completion of a project of this size is the great task of organization. The planning and development stages of a real estate project involve time-consuming and arduous details making it necessary for the development company to work closely and carefully with outside resource people and with Band members in a cooperative effort to finalize plans and get the actual site development underway.

Band member Clement Doore, who has headed this project from the beginning and who is now the company president, recommends that undertakings similar to Siksika be overseen by a qualified project manager who reports to the Board of Directors of the Company, and the Band Council. The manager must be involved in the project from the start — consulting, planning, delegating, and supervising, Mr. Doore says. His prime function is to co-ordinate all support services assigned to outside firms and resource people, such as the law firm, a management consultant, accountant, engineering firm, marketing representatives, the Department of Indian Affairs, a housing society, community association, the development company itself, and participating Band members.

A management committee has recently been established for the Siksika project and all areas of responsibility have been carefully mapped out. Mr. Doore hopes to have all facilities completed and ready for use, and all lots staked out, by the spring of next year. To date, roads are in, excavation has begun on the lake, final design is complete, and requests for estimates on marketing and building have gone out to private developers. Eleven Band members are already employed full-time at the site.

Much of the construction work already completed was done by an Indian owned and operated construction company. In addition most future tenders will be put out on a materials plus basis with the labor to come from the Band.

The high rate of demand, coupled with progressive plans and hard work, point to a successful project on the Blackfoot Reserve. Should the success rate be as high as the company and Band anticipate, development may continue into 1977 on other sites further down-river.





# White Bear Lake Resort



This year 740 cottage and cabin owners will laze away the Saskatchewan summer at a resort owned and operated by the White Bear Band in the southeastern part of the province. Owners will be able to swim at four beaches and catch good-sized fish within the borders of this green and hilly Indian reserve.

The White Bear Lake Resort is run by the White Bear Lake Development Corporation, an Indian company formed in 1971. On the board of directors sit seven Band members, two cottage owners and one Department of Indian and Northern Affairs official.

The cottages are owned but the lots are leased until 1995 when the land reverts to the Band. Cost is \$65 for a lake front lot and \$60 for a back lot per season. The White Bear Band (Saskatchewan Indian Reserve No. 70) got into the resort business in 1971 when it took over a trouble-ridden cottage area plagued with break-ins and general vandalism. The area's sport fishing was declining. When the Band forbade non-Indians to icefish in 1960 the provincial government dropped the lake from its restocking program. The lake resort has always been on Indian land and when the Band took it over the petty crime stopped and the province was invited to restock the lake again.

With the help of the Indian Economic Development Fund (IEDF) the reserve corporation increased the number of cottage lots from 650 to 740 and have serviced 60 per cent with running water. So far, major improvement grants under IEDF have resulted in \$100,000 in income which the Development Corporation

ploughs back into maintenance of the 1,000 acre resort.

A grant from the Department of Regional Economic Expansion plus other loans have enabled the band to build a general store plus commercial concession booths near two of the lakes. A meeting and recreation hall and an indoor games room with pinball machines have also been added.

The Corporation employs 13 persons in winter and 30 in summer. Fees are \$1 a day and \$4 per season for the use of the fishing area and the four beaches. This year's IEDF grant will result in a finished campground with 40 sites, extended water services, road and beach improvements and construction of a new boat launch.

The first cottage was built on Carlyle Lake on the reserve in 1904. As others were added, the Town of Carlyle took over administration of the little resort until 1960 when the Village of Carlyle Lake Resort was formed. It was the village's assets which included \$50,000 worth of machinery for maintenance that the White Bear Band's Development Corporation took over. John Wade, the resort manager, merely stepped from his job with the village into the same job with the Indian Corporation to provide continuity.

The cottage subdivisions have been given Indian names in either Saulteaux or Assiniboine since the 1,000-member Band has a combined tribal heritage. Band representatives on the Corporation's board of directors are: Alex Paul, Chairman; Francis Lonechild, Assistant Manager; Alfred MacArthur; Lillian Big Eagle; Norman Shephard and Sandy Lone Thunder.





The White Bear Lake Resort development of cottage lots is helping fill the growing demand for holiday accommodation in southeastern Saskatchewan.

Recreation and utility buildings, four beaches and good fishing are available to all cottage owners at White Bear Lake Resort.



The Office and Administration Buildings from which White Bear Lake Resort is operated by the White Bear Lake Development Corporation.



Sport fishing at White Bear Lake Resort has greatly improved since the reinstatement of the government restocking program.





**THE PAS:** - The Pas Regional Shopping Centre will offer the most painless and physically delightful way to spend money in Northern Manitoba and this multi-faceted complex is on Indian Land.

Not only does The Pas Band's shopping complex look good but, when open this summer, it plans to provide every kind of retail outlet from a supermarket to a beauty salon, pool room and delicatessen. The Bank of Nova Scotia will be there and two Famous Players movie theatres will be in operation.

Sunlight will stream in on a climate-controlled shopping area where children of shoppers could be playing in the second storey day-care centre. The bowling alley will be an asset to the entire community area.

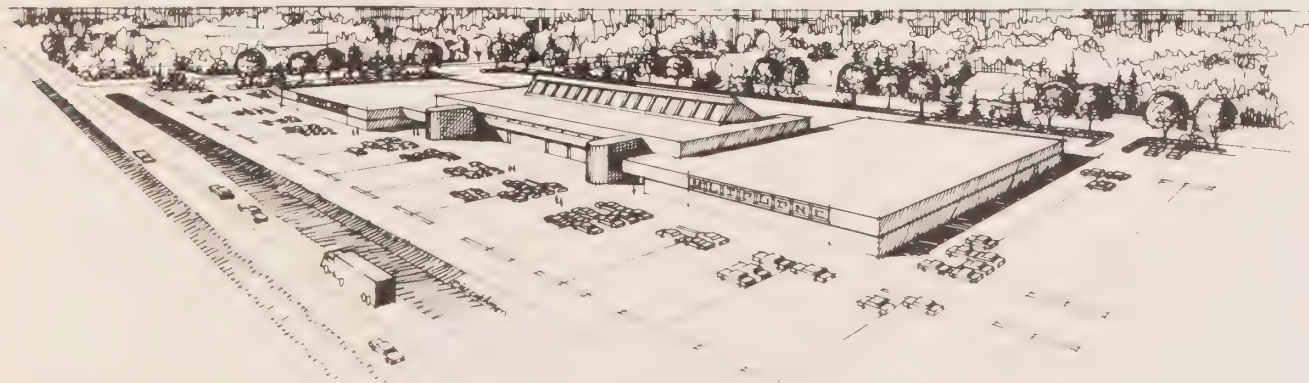
There are 190,000 square feet of retail and office space with parking for 550 cars. This is a shopping and office centre to serve not only the 1,200 Band members and 8,000 residents of the town but the total community in over a 50-mile radius around the reserve. By 1981 the shopping centre will draw on a population greater than 18,500.

This \$6 million centre is the first stage in The Pas Indian Band's long-range development scheme planned with the guidance of the Indian-Eskimo Economic Development Branch of the Department of Indian Affairs and

Northern Development. It's not a welfare scheme for Indians, says Band Chief Gordon Lathlin. Financing, which began with a 12 per cent long term loan from the Department, now is provided in a normal manner from a bank, he says. "We know this will be a success only from our own hard work. It will take a break from our old ways and a painful transition to a new means of making our livelihood," he says. But Band members are concerned with the decrease of fishing and trapping as means of support around The Pas.

The Indians here have requested admission under Section 83 of the Indian Act by which a Band can ask the Minister of Indian Affairs for authority to collect service fees from businesses operating on the reserve. A development authority of Band members has been established to administer this section of the Indian Act and federal department officials have been asked to be advisors.

Says Chief Lathlin, "We have no intention of remaining a Dogpatch in the middle of the developing North. We're trying to contribute to society. I often ask myself why we're going through all this. We want to make money for our people and give them jobs. We've got to consider the fact of the future — that two-thirds of the Band's population is under 21 years of age. It's their future we've got to concentrate on."





## Les Galeries montagnaises: Sept-Îles Indians forge a better future

Property development falls into several categories: one-family dwellings, apartment houses, industrial and commercial buildings. Of the last group, shopping centres form a sizeable slice of the development pie.

Some Indian reserves are ripe for development. On the Sept-Îles and Malietenam reserve, among others, everything seemed to suggest that the Sept-Îles band should give serious thought to venturing into the development field.

Montagnais Chief Paul-Émile Fontaine of Sept-Îles decided — with the support of his council — to take action. He proposed the construction of a shopping centre on the reserve. The Sept-Îles and Malietenam Indians began by founding their own property development company, l'Immobilier montagnaise Ltée, incorporated in August 1974. This gave them an effective instrument to carry out planning, management and financing of this project and any others which might be undertaken in the future. With this in mind, the company was created to meet the Indians' own needs, according to criteria corresponding to their potential. The board of



# Les Galeries

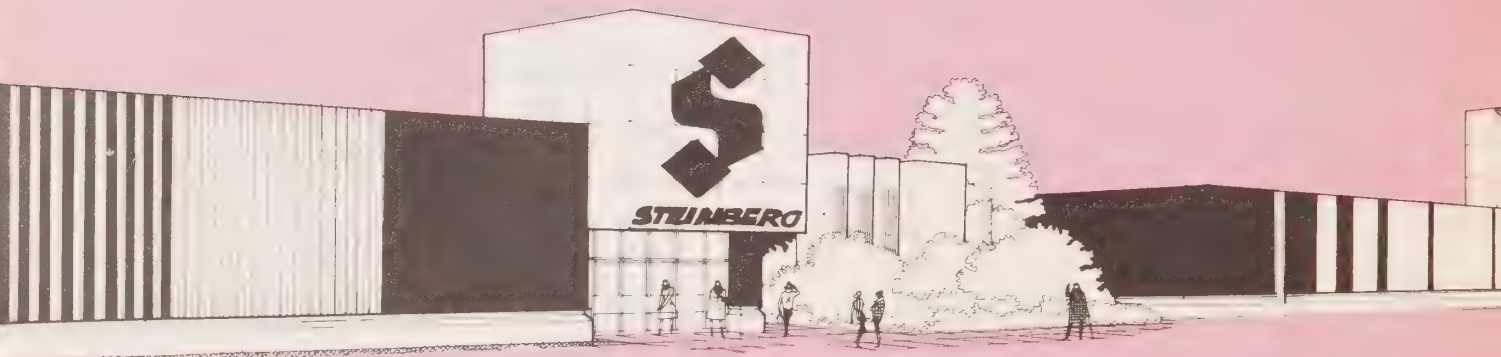
## Les Galeries montagnaises de Sept-Îles:

### Les Indiens se préparent un avenir meilleur.

Le développement immobilier peut se traduire sous plusieurs formes: habitations unifamiliales, cellules de logement, bâtiment industriels et commerciaux; à l'intérieur de ce dernier secteur, les centres commerciaux constituent une portion assez importante de l'assiette du développement immobilier: leur indice de croissance s'apparente même à celui des champignons.

Les réserves indiennes, du moins une bonne partie d'entre elles, se prêtent à la construction immobilière; la réserve de Sept-Îles et Malietenam entre autres, a semblé être toute indiquée pour que la bande de Sept-Îles songe sérieusement à se lancer dans ce champ d'activité.

Le chef montagnais, Paul-Émile Fontaine de Sept-Îles appuyé par son conseil, décidait de mettre fin à une longue période de tergiversation sur la question et proposait d'une façon formelle la construction d'un centre commercial sur le territoire de la réserve.



directors of l'Immobilier montagnaise includes two Indians, William Jordain from Sept-Îles and Réal Vollant from Malietenam; a representative of the Quebec Indian Association, Aurélien Gill; and two technical advisers delegated by the Department of Indian and Northern Affairs but not employed by the Department, Les Newton and Henry Greenberg.

The company's job is to oversee planning for the project, to locate sources for the necessary financing, and to look after management of the enterprise.

In addition to the official board of directors, the young company decided to set up a junior board, made up of five young people from the Sept-Îles and Malietenam band. These young Indians are appointed as "privileged observers"; although they have no decision-making powers, they will have an opportunity to gain knowledge and experience so that, at some time in the future, they will be able to implement the policy of self-determination which the Indians advocate.

## Les Galeries montagnaises

When the plans for Les Galeries montagnaises shopping centre first took shape, the Department provided the Sept-Îles band with a technical adviser, Keith Bryant, president of Headway Management of Montreal. As head of this development organization, Bryant is well known in realty circles. Once complete, Les Galeries montagnaises will occupy some 300,000 square

Pour ce faire, les Indiens de Sept-Îles et de Malietenam ont fondé leur propre société immobilière, l'Immobilier montagnaise Ltée, incorporée au mois d'août 1974. Ainsi ils avaient en main un outil pour effectuer la planification, la gestion et le financement de ce projet en particulier en plus de tous les autres à venir; cet outil a donc été créé pour répondre à leurs besoins propres, selon des critères en correspondance avec leurs possibilités. Le bureau de direction de l'Immobilier montagnaise est composé de deux Indiens, respectivement de Sept-Îles et de Malietenam, MM. William Jourdain et Réal Vollant, d'un représentant de l'Association des Indiens du Québec, M. Aurélien Gill et de deux soutiens techniques délégués par le ministère des Affaires indiennes, mais étrangers à la fonction publique, MM. Les Newtown et Henry

Cette société a donc pour charge de voir à l'établissement des plans, de trouver les sources de financement nécessaires à la réalisation du projet et dans un troisième temps d'assurer la gestion de cette entreprise.

En plus du bureau de direction officiel, l'Immobilier a décidé de se greffer un conseil-école, qui sera composé de cinq jeunes issus de la bande de Sept-Îles et Malietenam. Ces jeunes Indiens sont nommés à titre d'observateurs privilégiés; bien qu'ils n'aient aucun pouvoir décisionnel, ils auront l'opportunité d'amasser connaissance et expérience afin — dans un temps futur



# Montagnaises

feet. Featuring a covered mall, the shopping centre will offer residents of Sept-Îles and the surrounding area a range of 50 stores, bringing together big chains like Woolco and Steinberg and a variety of smaller shops, plus a branch of the Royal Bank.

The cost of construction, begun this May with a completion date sometime in 1976, may reach \$9 million. The federal government has accepted in principle the provisions of some financial aid; all indications are that the undertaking will be financed mainly by private sources.

## Impact

According to budget forecasts already drawn up, the shopping centre will earn a return in the region of \$150,000 to \$200,000 per year. This money, which will go to the band council, will be used to promote the development of other projects within the Indian community. Walter Jourdain, president of the property development company, and Chief Fontaine are thinking



in terms of a program of housing renovation on the reserve and the creation of community centres which would offer the Indians an opportunity to freely express their creativity and to take a hand in their own future, within a framework which corresponds to their culture and their own way of life.

As to the shopping centre itself, 75 per cent of the construction will be undertaken by local contractors. When Les Galeries are open, of 350 possible employees, about 100 will be Indians. Training will be provided to enable the Indians to fill the available positions; and in the longer terms professional business management courses will be offered so that, seven or eight years from now, the Indians will be able to take over complete administration of the centre.

## Design and planning

Les Galeries montagnaises were designed by D.I. Design. The plans were drawn up by Greenspoon, Freedlander, Placha and Kryton, a Montreal firm of architects. Construction will be by Montreal general contractors Ain and Zakuta Ltd.

Les Galeries montagnaises — exclusive property of l'Immobilière montagnaise Ltée — is one more proof that Indians are capable of taking charge of their collective future once they decide to make use of the potential they already have.

— d'être en mesure d'appliquer intégralement la politique de prise en charge de leur destinée, préconisée par les Indiens.

## Les Galeries montagnaises

Lorsque le projet du centre commercial "les Galeries montagnaises" a pris forme, le ministère des Affaires indiennes a fourni à la bande de Sept-Îles un soutien technique en la personne de M. Keith Bryant, président de la firme Headway Management de Montréal; M. Bryant est un expert très connu dans le milieu immobilier. Lorsque complétées, les Galeries montagnaises occuperont environ 300,000 pieds carrés; prenant forme de mail fermé, le centre commercial offrira à la population de Sept-Îles et de la périphérie un éventail de 50 magasins, regroupant de grandes chaînes telles que Woolco, Steinberg et nombre de boutiques diverses, en plus d'une succursale de la Banque Royale.

Le coût d'une telle construction qui, selon les prévisions, doit débiter en mai pour se terminer au cours de 1976, s'élèvera à \$6¼ millions. Le gouvernement fédéral a déjà accepté le principe de fournir de l'assistance financière. Tout semble indiquer que le projet sera financé en majeure partie grâce à des fonds privés.

## Répercussions

Selon les prévisions budgétaires établies, les revenus provenant du centre commercial seront de l'ordre de \$150,000 à \$200,000 par année; cette somme, qui sera versée au trésor du conseil de bande, servira à promouvoir le développement d'autres cellules d'activité pour la communauté indienne. Le président de la société immobilière, M. Walter Jourdain et le chef Fontaine envisagent la rénovation graduelle des habitations de la réserve et la création de centres communautaires afin que les Indiens puissent donner libre cours à leurs aspirations créatrices et prendre en main leur avenir, à l'intérieur de structures en correspondance avec leur culture et leur mode de vie propre.

Quant à ce qui a trait au centre commercial lui-même, la construction sera assurée dans une proportion de 75% par les entrepreneurs locaux et lorsque les Galeries seront en opération, on prévoit une embauche d'une centaine d'Indiens sur une possibilité de main-d'oeuvre de 350 personnes.

Afin de permettre aux Indiens de la réserve de remplir adéquatement les postes ainsi créés, des cours de formation seront dispensés; en vue d'une prise en charge totale par les Indiens, à moyen terme, on prévoit également offrir des cours de formation professionnelle en gestion afin que d'ici 7 à 8 ans, l'administration complète du centre commercial soit remise entre les mains des Indiens.

## Conceptualisation et réalisation

Le design des Galeries montagnaises est l'oeuvre de la maison D.I. Design et la conception des plans a été réalisée par les architectes Greenspoon, Freedlander, Placha et Kryton de Montréal; la construction a été confiée à l'entrepreneur général Ain et Zakuta Ltée de Montréal.

Les Galeries montagnaises, propriété exclusive de l'Immobilière montagnaise Ltée, est une preuve de plus que les Indiens peuvent très bien assurer leur avenir collectif lorsqu'ils décident d'utiliser le potentiel dont ils disposent.





A new housing development with impact that could reach Indian Bands throughout Canada is under way on the Sechelt Reserve.

As an economic development project the "TSAW-COME" program has broken new ground in a number of directions — from imaginative financing to obtaining changes in government legislation.

How and why the project got underway provides an encouraging guideline for Indian Bands considering development in the housing field.

The Sechelt Band consists of approximately one hundred families living on reserve properties located on the Sechelt peninsula, 25 miles north of Vancouver. The area is well known for its outstanding scenic qualities and particularly for the high sunshine-low rainfall combination that has earned the area the title of B.C.'s "Sunshine Coast".

A land study undertaken in 1970 by an engineering consultant under contract to the Band, suggested a number of economic development possibilities and these considerations became the prime concern of the Band Council.

In May 1972 the Band hired an economic development consultant to work with the council in determining a planned development program. During this period the Band developed expertise in the construction field as a result of a major band housing project. This involved the movement of 37 frame homes (by ocean barge) from Sea Island Armed Forces Base near Vancouver to specially prepared sites on the Sechelt reserve. In addition to solving a serious Band housing shortage, the project provided the opportunity for Band members to develop a number of special skills; basements were constructed, slabs poured, re-wiring and re-plumbing done, painting



and roofing — in fact all the skills associated with a major housing project.

This background combined with the growing need for accommodation in the community at large, convinced the Band that a housing development project would be an appropriate start to economic development.

The site chosen was an ideal block of semi-water front on reserve number one, the "TSAWCOME" reserve at Davis Bay, three miles south of Sechelt.

As the Band learned it is one thing to make the decision and quite another to turn it into practical reality — particularly in the face of the constraints imposed on Indian Reserve lands.

Overcoming these difficulties and what at times seemed insoluble problems is the real story of the "TSAWCOME" Project.

#### **The Method**

The Sechelt Band Council decided that the best interest of the Band would be served if land for the project could be utilized under lease arrangement. However, the attitude of traditional mortgage institutions has not been favourable when property remains in possession of the Band since they do not consider the Band to be a legal entity for purposes of mortgage lending.

For a number of reasons, the council did not wish to take the traditional approach of forming a holding company as the operating vehicle, the prime reason being that a company becomes a "non-Indian" entity responsible to its directors rather than the Band.

The problem was resolved by electing four Band members to operate the affairs of the housing development and to have these four people then appointed as agents of the Crown under section 53-1-1A of the Indian Act to enable them to act as official signators on behalf of the Minister of Indian Affairs for leasing purposes.

A great deal of planning and discussion was undertaken to determine the most appropriate type of residential development for the selected site, and final plans approved by the Band. After a thorough study of construction options and available types of pre-fab units the Band selected Bendix sectional units constructed at Penticton, B.C.

With financing arranged through the local Bank of Montreal the Band purchased a back hoe, dump truck and some additional construction equipment and began preparation of the site.

The construction crew under the direction of Clarence Joe Jr. undertook selective clearing, being careful to leave as many of the trees as possible — installed full curb and gutter, black topped roads, underground services and utilities and concrete slab foundations. All work was done by Band members.

The package to be made available to lessees will include a choice of one of four model home units together with a 21 year pre-paid lease on a fully serviced lot.

#### **Legislation Changes**

Another major difficulty encountered by the Band was overcome with some encouraging co-operation by the Provincial Government.

Provincial Government regulations require that subdivisions of the "TSAWCOME" type be registered with the Provincial Land Registry Department.

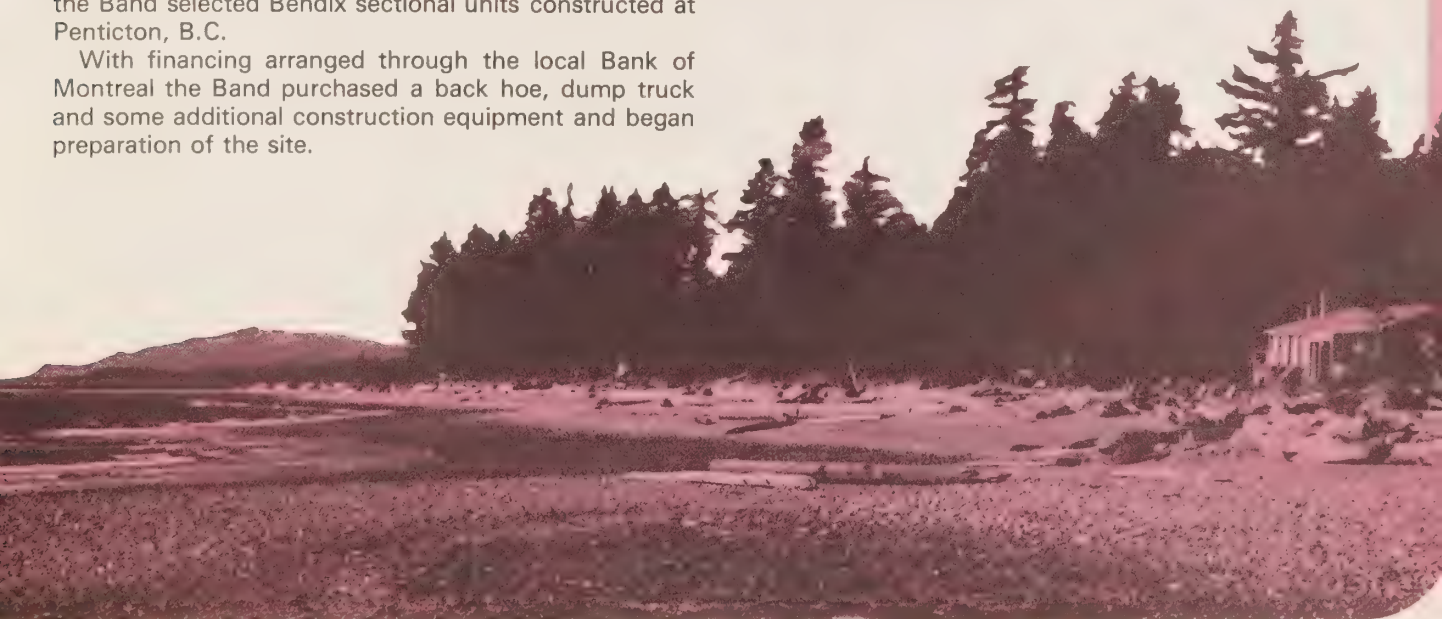
To the Band's concern they discovered that a condition of this registration vests ownership of all road allowances, park and public places, with the Crown in perpetuity. This was clearly unacceptable to the Band since the land is being committed only for the duration of the leases (21 years).

Following a series of meetings with Provincial Government representatives, the Band was successful in having section 112 of the Land Registry Act changed to permit the return of these portions of the subdivided property to the Band at the expiry of the leases.

A further advantage of Provincial registration was realized when special documentation, developed by the Band, was approved by the Provincial Government permitting lessees to take advantage of Provincial Government low interest 2nd Mortgages up to \$5,000.00. All financing for the project has been arranged by the Band through the Bank of Montreal.

The first units have been sold and a program of advertising and promotion is underway in support of the development.

Phase I of the TSAWCOME project includes development of 22 lots and Phase II will see approximately 55 additional lots developed.







Ottawa, K1A 0H4, Canada

*There's no  
business  
like  
show business!*

## Sliammon Drive-In

That's the word from the Sliammon Band at Powell River, B.C. as they move into their second season of Drive-In Theatre operation.

Developed as a Band project last year, the Sliammon Drive-In is a good example of utilization of reserve land for revenue purposes with a job training and employment component for Band members.

The project began following a decision by council to invest a portion of their Band funds (developed from lease revenue) in a project that would be Band owned and operated and provide employment for a number of Band members.

A Drive-In Theatre was one of the projects given serious consideration by the Band.

To assist them, the Band retained the services of Lionel Courchene to do a feasibility study on the proposed project. Mr. Courchene has had extensive experience in Drive-In operation, having managed a theatre in Surrey, B.C. for a number of years.

When Mr. Courchene's report indicated good potential for this type of operation in the Powell River area, the Band decided to proceed.

Mr. Courchene was persuaded to undertake the manager's job for the first year, and to arrange for training of the personnel required to operate the projection equipment, the concessions and the box office facility.

A Canada Manpower Training Grant was obtained to offset expenses of the training.

Band members did all clearing and fencing and contracted for the construction of the concession building, the screen and projection booth.

The Band was fortunate to obtain top quality re-conditioned projection equipment through an equipment exchange and managed to save considerably on start-up costs.

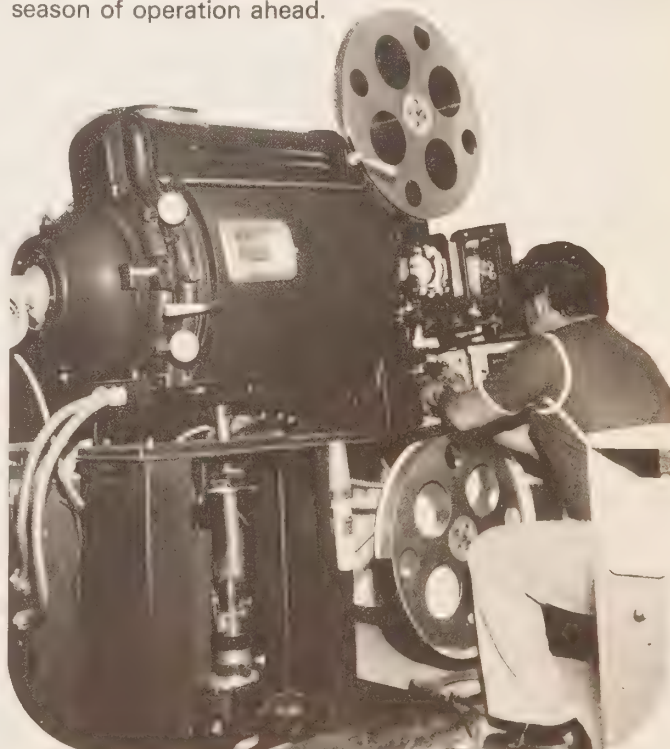
The Drive-In actually opened in July of last year and operated until the end of October.

Much to everyone's satisfaction revenues from both the gate receipts and concession sales exceeded projections by an encouraging margin.

Financing for the project has been provided by the Band and through loans from the Bank of Montreal, and a grant from special ARDA.

To date, the Band has invested Band funds and has obtained loans from the Bank of Montreal secured with a mortgage on the Drive-In facility. As further security, the Band has also agreed to invest some of their Band funds with the bank in the form of deposit certificates.

The operation is just starting its new season and the Band is looking forward to an even better year with a full season of operation ahead.





Les Affaires  
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Indian and Eskimo Affairs Program  
**Economic Development**

Programme des affaires indiennes  
et esquimaudes  
**Promotion économique**

# Ideas Idées

Indian and  
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## Editor's Note:



Theresa Nahanee

Dear Reader:

When the Editorial Advisory Committee for IDEAS met recently, it was suggested that readers would like to have more precise information about how to set up and operate some of the businesses described in addition to reading about the many Indian successes in various endeavours.

To comply with this suggestion, Theresa Nahanee\* went into the field, spoke with Indian farmers and interviewed Departmental personnel across Canada who were involved with agricultural enterprises. It is our hope that the information that Theresa has gathered and written about in her feature article will supply some of the answers to your questions about starting up farms and that the results of her research may encourage some people to explore further and eventually set up their own farm businesses.

Sincerely yours,

Lois A. Wraight,  
Editor, IDEAS.

## Ideas/Idées

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Editor  
Lois A. Wraight

Rédacteur  
Lois A. Wraight

Editorial Advisory  
Committee  
W. Brant, F.R. Goodleaf,  
T.A. Nahanee

Comité consultatif de  
rédaction  
W. Brant, F.R. Goodleaf,  
T.A. Nahanee

Please address all correspondence to the Editor,  
*Ideas*, Room 630,  
400 Laurier Avenue West,  
Ottawa, Ontario, K1A 0H4,  
Telephone (613) 995-8603.

Toute correspondance doit  
être adressée au Rédacteur,  
*Idées*, pièce 630, 400 ouest  
ave. Laurier, Ottawa,  
Ontario, K1A 0H4  
Téléphone (613) 995-8603.

*Ideas* is a quarterly review of developments of interest to the Indian and Eskimo business community. It is published under the authority of the Honourable Judd Buchanan, Minister of Indian & Northern Affairs.

*Idées* est une publication trimestrielle consacrée à la promotion des réalisations qui s'adressent aux Indiens et au monde indien des affaires. *Idées* est publiée avec l'autorisation de l'honorable Judd Buchanan, ministre des Affaires indiennes et du Nord.

\*For four years, Theresa Nahanee has been an officer with the Information Services Division of the Department. Theresa is a member of the Squamish Band of British Columbia.



# Agriculture on Indian Reserves

by Theresa Nahanee.

The potential for agricultural development on Indian reserves, particularly in the four western provinces, is available to any Indian person with the ambition and know-how to take the opportunity in hand. Over one-quarter of all Indian lands in Canada have agricultural potential, with Alberta leading the list with one and one-half million acres and Saskatchewan following with one million acres located on Indian reserves.

Agriculture, on a more limited basis, can also be carried out successfully in the other provinces. To what extent an economically viable operation can be set up depends upon the circumstances of each situation — usually depending upon the regional differences that exist in every province. Crown lands in the provinces are also available to Indian people just as they are to non-Indians.

Mechanization in modern farming techniques, however, necessarily makes agriculture a capital-investment enterprise as opposed to labour-investment industries. Whether you are considering grain farming, a cow-calf operation, dairy farming, a feedlot operation or cattle ranching, these activities do not generate a lot of employment although much seasonal labour is required during the peak months.

Costs of mechanized farming are high, and farmers getting into the business may have to wait as long as five years before realizing a "real" profit. Although this may have discouraged Indian farmers in the past, today there is assistance, both technical and financial, available to the individual farmer as well as to Indian co-operatives interested in farming. Although much of the

profits realized in the early years will be put back into the farm, the farmer(s) may be confident that he will end up with a substantial operation. In terms of family security and personal achievement, farming can be very rewarding.

The purpose of this article is to outline the general procedures and guidelines as to how Indians can get into agriculture, what assistance is available and what is being done in this field to encourage Indian farmers.

Presently the Department of Indian and Northern Affairs, in consultation with Indian organizations and bands, is working out the details of five-year regional agricultural programs. To date the Manitoba plan has been accepted in principle, and two other western provinces have submitted their proposals which will see more control by Indian people. This article, however, discusses agricultural opportunities and procedures which have been used to date.

## The Idea

The potential farmer must know in advance what type of farming he is interested in, whether it be cattle, grain or both. Experience in the operation of a farm as well as a knowledge of modern farming techniques is desirable, although training in this field is available from universities, agricultural schools, workshops and training programs sponsored by the Department of Manpower, the provincial Departments of Agriculture or the Department of Indian and Northern Affairs.





Experts in agriculture are available to help the Indian farmer or group determine the potential for agriculture. What is required primarily is the determination to farm successfully. Motivation is most important, coupled with the desire to work hard in order to achieve personal and financial independence.

#### **The Band Council**

Once a band member has decided on the type of operation he is interested in, he brings his ideas to a meeting of the Band Council where he can discuss the use of his land, or other band lands which may be available. Without land he cannot proceed so he requires the support of the Council.

#### **The Land — Acquisition**

Land can be a problem to a potential farmer who has little or no land to begin an operation. In many provinces lands have been allocated to individual band members to the point where there are few band lands available for lease, or the band may have already leased their lands for other purposes.

In Saskatchewan there are two avenues open to an Indian wishing to farm: a person can either buy or lease interest in a section of land from another band member, or he can look for land off the reserve such as applying for crown lands or buying land outright. How he attains lands for farming is surely an individual decision, but once the land is acquired the individual is in a position to obtain all the technical and financial assistance available to other farmers in the province. This applies to all provinces, particularly in those where agreements on agriculture have been signed with the federal government on behalf of natives and the provinces.

#### **The Land — Soil Surveys**

Potential Indian farmers in the four western provinces have distinct advantages in regards to soil surveys which determine agricultural potential. In Saskatchewan, for example, the University of Saskatchewan in Saskatoon was instrumental in conducting research to determine the grades of soil found in the province. Aerial charts held by the Department of Indian and Northern Affairs in Regina give a clear view of where various soil types are located on each reserve in the



province. Soil is classified from nine to zero, with the higher grades being from five to nine. According to this information a farmer can decide in advance which soil will produce crops or grains, which should be used for grazing and which are unsuitable for agricultural use. This information should obviously be obtained and considered before land is acquired.

In British Columbia, similar surveys have been completed for one-third of the reserves in the province. The Regional offices in Alberta and Manitoba have also engaged specialists to determine the agricultural potential of reserves in their provinces.

The Soil surveys also provide other useful information such as irrigation and fertilizer requirements, nature of the landscape, climate, vegetation, range resources, cultivation practices and how to divide the reserve into management areas for effective use of the agricultural potential. These studies are available from the Regional Offices of the Department.

#### **The Land — Leasing**

Land is a prerequisite for any type of farming because all revenues from this business are tied to use of land. For Indians on a reserve this can present a problem as previously mentioned especially in those provinces where land entitlements exist. On many reserves certain tracts of land have been assigned to specific individual Indians or Indian families hence restricting band use. Before a band or an individual or a group of people on the reserve can develop the agricultural potential of these lands, consent of those persons having land allotments must be obtained.

If land allotments are held by Indian people wishing to develop their lands, financial and technical assistance is available to help them develop it economically into a thriving enterprise. If they do not have an allotment, they must make arrangements with an individual who has, or with the Band Council, for at least a 15-year lease in order to obtain the required grants, contributions, guarantees or loans.

Two common problems faced by Indians wishing to acquire farming lands are (1), a lot of reserve lands have been leased to non-



Indians, some for relatively long leases and, (2) the Band Council may be reluctant to lease to band members because they may lose some band revenues. How these problems are to be resolved is left entirely to the discretion of the Band Council involved.

In Alberta, land surrenders for long term leases are a prerequisite and must be resolved for larger projects and this should be supported by a band council resolution. Also, on the larger agricultural projects, a lending agency will insist on a Notice of Right of Use and Occupation of the land indicating the prospective borrower's tenure for a period of time equal to at least the length of the loan. This is required to protect the interest of Indian farmers. In the southern part of the province, however, not all Band Councils subscribe to the Notice of Right of Use and Occupation process and if it were absolutely required, monies would not be available on an extensive basis. In these cases, therefore, on smaller projects it is normal that the individual be in possession of the land.

**The Development Officer**

Once the land question has been resolved with the Band Council, the individual may be referred to the local Economic Development Officer or the Band Economic Development Committee in his area. The Development Officer will offer technical advice on what is available from the Department of Indian and Northern Affairs and what services are available from the local provincial agricultural representative. In most provinces, particularly in the West (and Ontario), agreements have been reached

whereby Indian people living on reserves can avail themselves of advice from the provincial agricultural representatives.

**The Provincial Agricultural Representative**

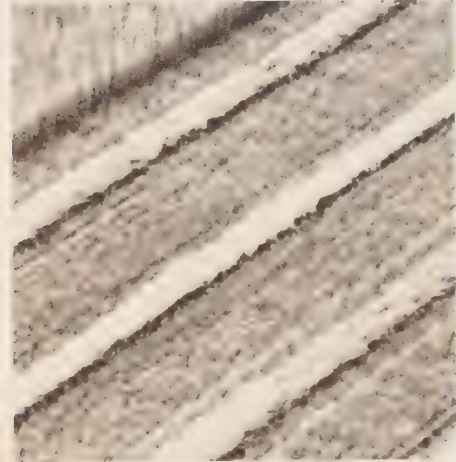
The Provincial agricultural representatives are specialists in agriculture, and generally they are aware of trends in this field as well as experts in their own locale. Under a joint agreement with the province, the Department and the university, surveys have been completed or are in stages of completion, concerning the agricultural potential of the different reserves.

The agricultural representative will discuss with the individual this potential in direct relation to his specified section (or portion) of land and will then assist him in drawing up a development plan without consideration as to costs since this is left to the financial specialists. The representative and the development officer will decide with the farmer what is required to begin his operation e.g. training, management and finance. At this point it is still considered to

be a proposal, but it is important for the applicant to know from the outset whether or not it can be developed into a worthwhile project. It is important, for example, for the applicant to know whether or not in five years he could be operating a successful venture.

**The Development Plan**

The development plan requires several meetings to determine primary considerations such as workability, use and operational success. Every stage of development in building up a successful farm operation has a purpose, and, for reason of





cost, must be planned for in stages. A balance between machinery required and money to be invested in the land is required.

The extensiveness of the plan cannot be overstressed. It should include, for example, description of machinery, buildings, fences, corals, cattle (or calves depending on the type of operation) requirements, land clearing costs, purchase of land, and any other details necessary to forecast costs, profits and losses (e.g. depreciation of machinery, repairs, etc.) over at least a five-year period.

At this stage costs are not important because the financial plan will be drawn up following acceptance of the development plan. The purpose of the development plan is to see where the operation is headed under ideal conditions, taking into consideration what is available in the way of irrigation potential, climate, landscape factors and soil types.

### **The Financial Plan**

The Department's Business Services Officer with the Department in the District office will be responsible for developing a financial plan from the development proposal. The proposal worked out jointly by the applicant, the development officer and the agricultural representative will provide sufficient data as to the various stages of development so that a financial plan can be drawn up to reflect the costs for a five-year operation.

The financial plan will include suggestions as to where financial assistance can be obtained from the Indian Economic Development Fund or the Special Agricultural Rural Development Act of the Department of Regional Expansion for example. In some cases the capital appropriations budget of the department would also be considered, particularly in Alberta where the Special ARDA program is not functioning. Financial assistance is also available from the local Farm Credit Corporation and chartered banks. In cattle farming, farmers will generally use short-term bank loans to buy cattle.

The implications of all financial sources is explained to the applicant, with emphasis on which areas can best be financed from a specific source.

### **The Regional Office**

Once these steps have been followed, the financial and development plans are forwarded to the Regional Office where they are assessed and processed on an individual basis.

The Regional Office can authorize loans in the province usually up to \$50,000. Contributions and grants up to \$5,000 can be authorized by the Regional Director for consultative services, land purchases, etc. In Saskatchewan a committee with Indian representation has been set up to approve loans which fall under the authority of the Regional Director.

It financial assistance is being requested from the Department of Regional Expansion under their Special ARDA or PFRA plans, the applicant and/or the Business Services Officer will get in touch with DREE Regional office for application purposes.

If the requested financing is made up of loans, grants and contributions the proposal will be sent to Ottawa for approval. If a guarantee is called for, the proposal is sent to Ottawa as are grants and contributions over \$5,000.

### **The District Office**

Unless the financial assistance requested falls outside the authority of the Regional Office, the plan will be sent back to the district office for implementation, disbursement of funds and follow-up operations.

It should be noted at this point that many Indian farmers choose to finance their operations by combining Farm Credit, Farm Start (in Saskatchewan) and the bank, but even so they still may receive technical assistance in drawing up a plan to present to these financial institutions if they wish. Many Indian people have established a credit rating and can borrow from these other sources without assistance from the Department.

Their primary consideration when arranging financing will be interest rates and the time factor involved. Planting, harvesting, clearing and other farm operations cannot be stalled waiting for necessary approval whether from government departments or financial institutions since this could mean another year's delay or a ruined crop depending on the purpose and

operation. These considerations make it mandatory to plan early if you are interested in any farm operation.

### **Incorporation**

For purposes of continuity and financing it is to the advantage of Indian farmers to incorporate as a business, especially if there is more than one person or family involved.

Band Councils as such are not yet recognized as legal entities and therefore may experience difficulty in obtaining loans from financial institutions. Certain exceptions have been made by the department in Alberta in connection with its own programs, but for outside sources of financing incorporation is mandatory. Financial doors can be opened to Indian people seeking funds if they are incorporated as a recognized legal entity.

The creation of a management body with signing authority and responsibility for the enterprise is also created through incorporation.

In the case of land leases, these can be made to the Indian corporation which will be responsible for paying rent to the band. It should be stated that under such leases the land use is limited to the stated purpose . . . in this case, farming.

There has been some reluctance by Indian groups to form companies because they are subject to taxation on profits. It should be noted, however, that profits can be put back into the company to the advantage of all concerned, or the band itself may increase the land rental to the advantage of all band members. Recycling profits back into the company or the band funds can create a tax-free situation for a number of years while simultaneously adding to the economic viability of the reserve.

The advantages of incorporation can be and should be explained to the band councils and Indian companies involved by their local Business Services Officer.

### **Land Clearing**

Anyone planning to farm should clear the land one year in advance. In the case of grain farming this would be done during the late fall or winter. If a farmer is interested in cattle, his operation should be











scheduled in such a way that he has hay to feed his cattle as soon as he acquires them.

In most cases a farmer will contract out his land clearance because he does not have the necessary equipment to do it himself and it would not be economically advantageous to purchase this machinery. For reserves with large tracts of agricultural lands not in use it may be worthwhile to consider forming a company solely for the purpose of land clearance.

For bands who want to clear their lands for agricultural purposes, the Department of Regional Economic Expansion operates a special program available to Indians in Saskatchewan under a 10-year agreement signed in 1973. Under this program a band council would turn over certain tracts of agricultural lands to the Department of Regional Economic Expansion for a period of 10 years during which time that Department would clear land and construct and operate a pasture. The band would receive one-third of the gross revenue from the land as well as receive priority during the construction and operating period. They would also receive priority in buying hay or crops produced on the land. After the ten-year period the pasture would be returned to the band in its developed stage. In this manner a pasture on the reserve could be developed at no cost to the band. It also provides a grazing facility for Indian-owned cattle, and provides an excellent opportunity for training in livestock handling. In Saskatchewan, seven pastures are operated under PFRA more as a community development project than for economic rewards. Under this agreement, the Department of Regional Economic Expansion will do all the work, e.g. fence building, land clearing, dugouts, etc., and where work is to be contracted out or paid for, preference is given to band members. At the end of the ten years, they will turn over all the fixed facilities, equipment necessary to operate the pasture and in some cases, bulls and feed for the bulls (hay and pellets). At the request of the band council they may also train a manager to take over the responsibilities at the end of the tenure.

### **Machinery**

An intensive capital investment in farming is required for the first four or five years. Most of such an investment is tied to machinery requirements. Financial assistance for farm machinery can be provided through the Indian Economic Development Fund and the capital appropriations budget of the Department of Indian and Northern Affairs. Assistance is also available from the Farm Credit Corporation or chartered banks. Costs of farm machinery vary between \$15,000 and \$37,000 each.

Some indication as to which farm machinery is required as follows: tractors, tillage equipment (cultivator, disk, rod-weeder, plough), seeding equipment (drill), harvesting equipment (swather, combine), and haying machinery (mower, racks and balers).

### **Management and Training**

Operational management is as important as financial management. A manager should be able to apply the actual techniques required in practical farming. A knowledge of farming in the locale is also important.

In cases where a band, or a group of band members, undertakes a large farm operation the Department can provide funds to pay for a manager for two years while an Indian trainee prepares to take over the responsibilities.

Training in farming techniques can be provided through special courses offered by the Department of Manpower in conjunction with the Department of Indian and Northern Affairs, through agricultural schools or universities in the area. Such courses may be requested through the Band Council, or they may take advantage of courses offered in nearby communities off the reserve.

### **Buildings**

Construction of buildings required in a particular farming operation can offer additional employment to band members not initially involved. Such building may include storage bins, barns for calving and housing sick cattle, cattle shelters, machine sheds or hay shelters.

Construction of corrals and fences, as well as maintenance of all structures, will create additional jobs for other band members.

### **Irrigation**

Irrigation requirements vary according to region. In Saskatchewan, for example, little or no irrigation is required because it is basically dry land farming, whereas in British Columbia some bands such as the Cowichan Band use a very sophisticated and newly-developed irrigation system. These requirements will be generally outlined in the soil surveys mentioned earlier.

### **Provincial Set-Up**

To indicate how regions are set up in terms of available personnel whose positions are tied to economic development and agriculture, a brief outline of how the Saskatchewan region works is given here. There are regional differences but these can be specified through your local office.

There are six districts in Saskatchewan and these have been combined into three agricultural regions. There are three agricultural representatives in the province as well as a provincial co-ordinator, whose services are available to Indian farmers. A farm management specialist is also available.

In addition to departmental personnel, the provincial department of agriculture has specialists known as provincial agricultural representatives in all parts of the province. Their services are available to all Indians on or off reserves.

There are also two Indian agricultural representatives who are employed by the Federation of Saskatchewan Indians.

During the summer, three Indian university students are employed to work in the field of agriculture. Eventually this will be increased to six students who can work in the field during the summer and finish their university degrees in agriculture during the academic year. Hopefully, upon completion of their studies they will be qualified to assume responsibilities within the provincial Indian agricultural program.

The provincial department of agriculture has specialists in all fields whose services are available to Indian farmers. Their specialists include: soil, weed control, livestock, poultry, hogs, grains and other areas falling under the sphere of agriculture.



## Elijah Smith's Ranch

The Yukon Territory is not normally regarded as an area with agricultural potential, however raising horses can be a profitable venture as well as rewarding experience.

Chief Elijah Smith, who is also president of the Yukon Native Brotherhood operates a horse ranch near Whitehorse, Yukon, proving that it is possible for an Indian to operate a successful farming operation without reserve land and without substantial government assistance. Chief Smith presently has 28 horses which he raises on land leased from the federal government.

In response to the demand for trained big game guides, Chief Smith made his facilities available this summer to the Yukon Game Guiding School. Under the sponsorship of the Department of Indian and Northern Affairs, a month long wrangling school was conducted with 12 Indian students. This training should serve to provide employment and later business opportunities in a field to which the Indian people are ideally suited.

Most of the Chief's revenues are generated by rental of the horses to the guiding school. The success of his operation can be measured by the fact that it takes 13 times more land to raise horses in the Yukon compared to the southern provinces.



*Yukon Game Guiding School students set out on the trail*

*Chief Elijah Smith and his horse*





## Réal Philippe de Pointe-Bleue

Monsieur Réal Philippe, de Pointe-Bleue, figure au nombre des 140 éleveurs de bovins de boucherie de la région du Saguenay-Lac St-Jean et son cheptel n'est certes pas l'un des moindres, puisqu'il compte présentement au delà de 190 bêtes.

Une visite à la ferme de monsieur Philippe donne un excellent aperçu de ce que l'on peut faire, lorsque l'on est décidé à marquer sa place au soleil.

Natif de Pointe-Bleue, monsieur Philippe a repris la ferme paternelle dont la vocation était uniquement centrée sur l'industrie laitière. Au bout de quelque temps, lui et son épouse décidèrent de se lancer dans l'élevage du bovin de boucherie, motivés au départ, principalement par le facteur de la main-d'oeuvre.

En 1963, après en avoir discuté avec les responsables du ministère des Affaires indiennes et du Nord et après que ces derniers eurent effectué les études de rentabilité nécessaires, le Ministère — d'après

les disposition du Programme de promotion économique mis sur pied pour venir en aide aux Indiens désireux de fonder leur propre entreprise — octroya un prêt de 10 vaches et un taureau, de race pure, à monsieur Philippe afin qu'il puisse se composer un troupeau; ce prêt était échelonné sur une période de trois ans, après quoi ce troupeau itinérant était prêté à un autre fermier.

Par la suite, le nombre de têtes augmenta d'année en année, tant par la production des sujets de la ferme Philippe que par les additions de têtes achetées principalement dans les provinces de l'Ouest canadien.

### Troupeau

À l'heure présente, le troupeau de monsieur Philippe compte 181 têtes de race Hereford, plus 9 têtes de race Charolais; le taux de reproduction moyen est de 70 têtes par année. La ferme achète environ dix têtes, en moyenne, annuellement, tandis que la vente est de l'ordre de 40 à 45 têtes; ces ventes s'effectuent principalement au niveau local.

Depuis quelques années, on pratique sur la ferme Philippe, l'insémination artificielle, méthode qui tend de plus en plus à se développer chez les éleveurs, tant au niveau de l'industrie laitière que des animaux de boucherie — (lorsque l'on voit le prix de certains taureaux primés, s'élevant facilement à \$50,000 ou même \$100,000, on a

tôt fait de comprendre qu'il est plus rentable d'acheter le "produit fini" que d'acquérir la "matière première"). Toutefois, la ferme Philippe compte un reproducteur de grande qualité "Ahhr Murphy", taureau qui a remporté, lors de la dernière exposition agricole provinciale de Québec, le deuxième prix, après avoir remporté la palme à l'exposition de Chicoutimi, au cours de la même année.

### Superficie de la ferme et équipement

Des 400 acres que possède monsieur Philippe, 285 sont en culture; on y récolte du blé, de la luzerne, du maïs, de la gourgane en plus du mil; deux silos horizontaux de 20' x 60' alimentent automatiquement le bétail en ensilage; la récolte de foin à engranger est d'environ 7,000 balles par année. La ferme possède deux tracteurs (un troisième serait le bienvenu, nous confie monsieur Philippe) ainsi que diverses machines aratoires servant à l'ensilage; la moissonneuse-batteuse ainsi que la presse à foin doivent être louées.

### Bâtisses

En plus de l'étable et de la grange conventionnelles, où sont logés les jeunes sujets et "Murphy" bien en-

*Le bovin Hereford de la ferme Philippe, qui a été primé lors de l'Exposition provinciale de Québec l'an dernier; à l'arrière plan, une adjonction récente, le corral qui facilite la tâche au moment d'effectuer le contrôle de l'élevage.*





tendu, un abri à stabulation libre est aménagé dans l'un des pâturages afin que les bêtes qui hivernent à l'extérieur puissent trouver refuge lorsque la température se fait vraiment inclémente.

### Contrôle

Puisque monsieur Philippe s'est véritablement lancé dans l'élevage d'animaux de race pure, il pratique le contrôle de l'élevage, ce qui signifie que deux fois par année, soit au printemps et à l'automne, il doit peser chacune des bêtes de son troupeau; en plus, il doit tenir une comptabilité de tout ce qui s'effectue sur la ferme, tant du point de vue des revenus que de l'outillage et de l'alimentation des bêtes, en plus de tenir à jour un registre de chacune des têtes du troupeau. Soulignons que madame Philippe seconde très habilement son époux dans cette tâche; afin d'être tout à fait à point, elle termine justement une série de cours en comptabilité de la ferme.

### La famille Philippe

Monsieur Philippe en plus de vouer une grande partie de son temps à sa ferme, s'occupe activement de l'Association des éleveurs de bovins de boucherie du Saguenay-Lac St-Jean, dont il est le vice-président. Il participe également aux assemblées des cultivateurs et a préparé dernièrement, en collaboration avec d'autres éleveurs de sa région, un plan de développement du secteur agricole qui — il le souhaite — retiendra l'attention des autorités en place.

Sur le plan de la communauté indienne, monsieur Philippe s'intéresse également au mieux-être des siens et, de ce fait, il siège depuis quelques années au conseil de bande de la réserve de Pointe-Beule.

La famille Philippe compte trois enfants, deux garçons d'âge scolaire, l'aîné ayant 10 ans, et une petite bonne femme de deux ans qui n'a pas froid aux yeux. Son animal préféré, mis à part le petit chat noir, est nul autre que "Murphy" le gentil taureau de 1,800 livres. Un lien d'affection s'est créé entre eux et si mademoiselle ne rend pas la visite quotidienne à monsieur, ce dernier refuse catégoriquement de s'alimenter. . . Une autre merveilleuse histoire de "la Belle et la Bête".

## Seneca Root



Lac St. Martin — An ancient, mysterious and bittertasting twig forms the basis of growing Indian commerce in Northern Manitoba. The brittle twig is seneca (or senega) root.

What is it? For an answer, an encyclopaedia will be plopped in your lap.

**Seneca Root:** *see snakeroot, an herb with a white flower considered as a remedy for snakebite. An expectorant, something which causes one to cough up and spit out; to dispel evil from the breast.*

Well, whatever definition, Europeans love it. Most of the seneca root picked in Manitoba is sold to European drug companies.

The root itself grows wild in rough soil as a natural perennial. It is backbreaking to dig because it grows like spaghetti underground. Three pounds of wet seneca root equal one pound of dry.

It's also a tricky plant because it grows only so big underground then the main body dries up and disappears. That leaves digging for the smaller pieces a real pain in the back.

Canadian seneca root is superior in quality to that grown in Minnesota, but it is more expensive than the mutations the Japanese have learned to produce. It is such an important ingredient that drug companies are trying to produce a synthetic.

The general Canadian populace, smothered as it is with fancy cough and cold tablets, and with a bill of health far higher than most of the world, doesn't hear much about seneca root. But is it extremely valuable and widely used outside this country.

Sidney I. Robinson, a Winnipegger who buys from the Indians and sells to the Europeans says he gets hundreds of letters from people who hear how valuable the root is and want to learn to cultivate it. It's not easy. Seneca root does not grow neatly in fields. It sprouts wild, in patches and pickers must be willing to search it out.

The price for seneca root keeps rising, however, the Indians who gather it only get about ten per cent of the actual European price. This is because it is now marketed through an agent in the North via a Winnipeg middleman then to European customers.

Some Northern Manitoba Indians would like to market the root themselves. One is Gordon Travers, 34, from Lac St. Martin, whose wife and six children, all pick seneca root. He knows it is priceless to the pharmaceutical firms.

The Indian pickers have asked Manitrade, the Manitoba Government's trading corporation, to help them market their seneca root so they won't have to go through a middleman. The Indians believe





if they deal with Manitrade, which takes only a five percent commission, there will be a better deal for Indian pickers. At present, the actual pickers get approximately \$1.25 per pound, but the Europeans are paying \$12 a pound.

Manitrade has been very cooperative. They have identified the European buyers through their overseas agent, however, they cannot do the paperwork involved for the harvesters, nor can they line up a European port of entry and arrange for the packaging of the root. These functions have been performed by the middleman.

Harvesting seneca root is an esoteric business enterprise. The Manitoba Indians feel sure that with 500 pickers in the province and European pharmaceutical companies lining up to purchase all of the top grade Canadian seneca root that can be harvested, a method can be found to organize marketing so that the Indians can realize a greater percentage of the profits to be reaped from their unusual harvest.

## Manitoba Sunshine

"Pure natural honey. A stored up sample of Golden Manitoba Sunshine."

That's some sales pitch. But to the Roseau River Indians it's also SOME industry.

There's the sweet smell of honey in just about every vacant building on this Ojibway Reserve in southeastern Manitoba. There's the honey house with the noisy extractor machine and the bottling plant; there's the old piggery where the fresh honey smell mingles with the old livestock odour; there's the old church which now stores hives instead of pews and the barn where frames for thousands more hives wait to be nailed together.

It's a nice way to make a living since most of the work is done by the bees, however hectic activity for the honey producers begins with the springs warmth and ends with the frost.

In a good year, 35,000 pounds of honey are produced at Roseau. It is sold both from the reserve's honey house and marketed through the gourmet sections of department stores. Sales feelers have been made in Europe and the United States.

The Roseau River honey producers began business in 1972-73 with a \$20,000 grant which bought 200 hives and training for 10 honey men. This was a band project which later turned into the bee keepers association.

The impetus came from a former civil servant who raised bees for a hobby. If he could do it, why not the Indians of Roseau River with their ideally appointed land — full of sources of pollen in sunflowers, clover and rapeseed.

The Department of Indian Affairs' Indian Economic Development Fund raised \$137,000 for 10 men, each of whom required \$10,500 for 150 hives, plus bees and training. There was also a \$34,000 grant which paid for two trucks, a honey extractor and an instructor.



The hives, at \$45 each including wax foundation, are assembled on the reserve. The original Texas bees cost \$14 for two pounds and a Queen.

The honey producers now have 850 colonies which should expand to 1,700 hives for next spring's production.

There's a simple timetable to beekeeping. In the offseason, the winter, hives which are not used for storing bees, must be repaired.

To the uninitiated, a hive can be a pretty startling experience. At first glance it looks like any orange crate until its make-up becomes clear. Each hive contains several frames which can be pulled out like drawers. On each frame is a swarm of bees. When full of unprocessed honey, a frame weighs five pounds.

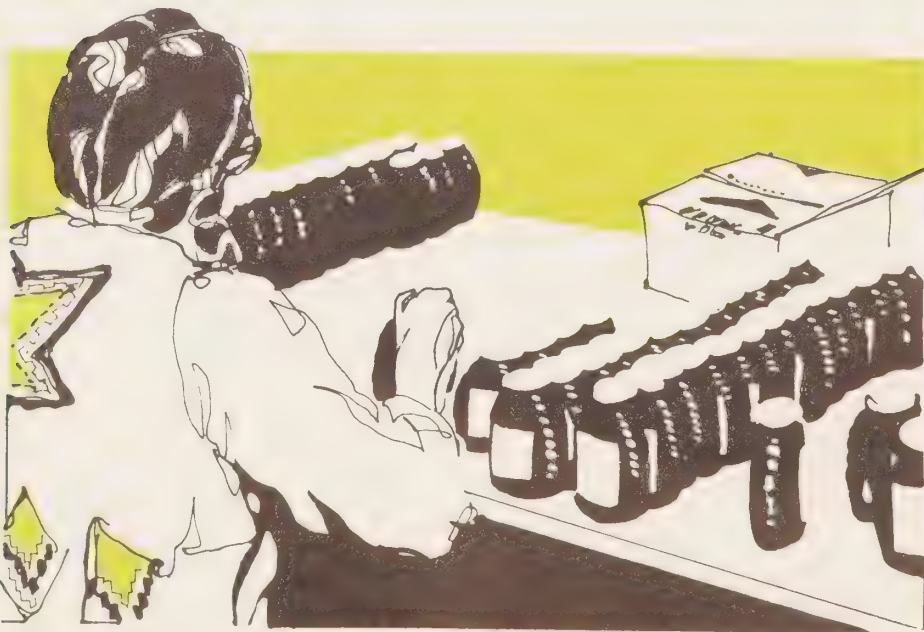
During what is termed the honey flow period, June through August the bees are zooming back and forth between the hives and the flowers, depositing their pollen. They go straight to the flower, then straight back to the hives. If a beekeeper decides to move his hive to a better flower patch, he must do so at night because the bee remembers exactly where he left from in the morning. If perchance, a bee heads home to the wrong hive, he will be instantly killed if he is not loaded with honey.



A full frame, capped with wax, is cleaned in the extractor, a machine which scrapes the honey from the frame with sharp blades. The honey is then strained and pumped into a storage barrel. When bottling times arrives, the honey heated to 170 degrees, is poured into bottles selling for 85 cents a pound. Honey which doesn't sell, can be used a food for bees during the winter.

Next spring, 10 men will take another honey producer course and perhaps there will be some change in the reserve's operation. The Roseau River honey producers now are producing as well as bottling. It is probably more economical if a large honey co-op does the bottling and selling.

Whatever changes for the better in this small industry, here on Roseau it can honestly be said there is the sweet smell of success.



*Grant Fox, left, Project Assistant, Larry Frith, and Len Lukey, Loans Officer for the Department of Indian Affairs Office in Lethbridge discuss the irrigation project. The propane tank on the left supplies fuel for the irrigation pump on Harold Chief Moon's farm. The Band has plans to change over to the use of natural gas as a power supply.*

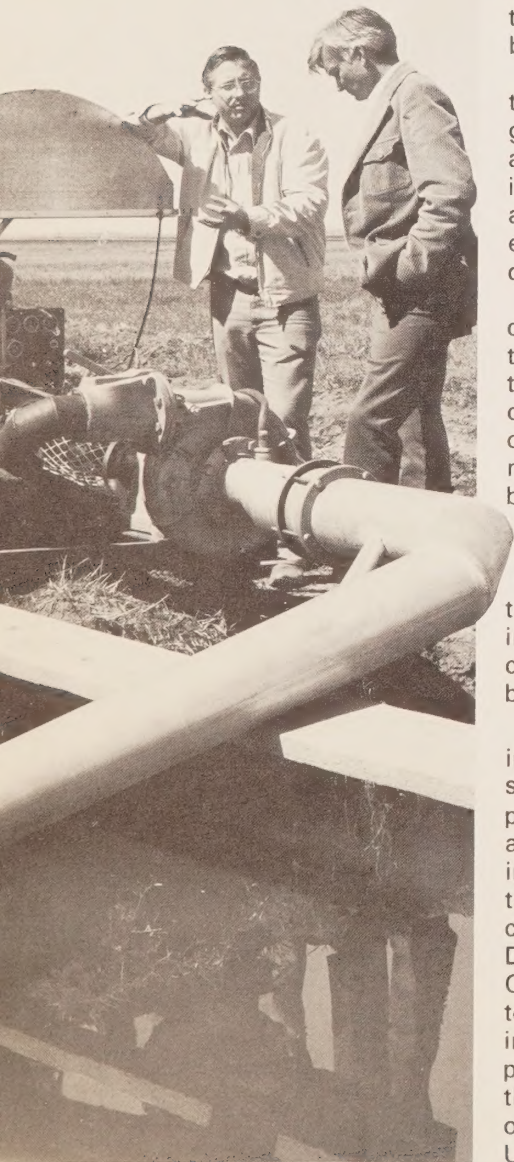




# Blood Band Irrigation Project

A pilot project to expose farmer members of the Blood Tribe of Southern Alberta to the benefits and requirements of irrigation farming has been started on 800 acres of dry land near Standoff, Alberta.

The trial project, which after five years will see close to 3,600 acres under irrigation, operated by possibly 12 farmers, is expected to cost in the neighborhood of \$1.25 million by the end of the first five years.



The project was originated by the Blood Band which hired Alton Johnson as Project Manager. Mr. Johnson has worked on similar project with the Navaho Indians in the southern United States. Feasibility of the project is enhanced by the water rights obtained by the Blood Band through negotiations when the St. Mary's Dam was originally built for irrigation purposes.

Because the dam was built on reserve land the Blood Band obtained water rights for 25,000 acres of land. They were given a 10 year period in which to develop their irrigation system and make use of these rights and have since had two ten-year extensions.

With a general water shortage looming on the horizon, the Band is concerned that if these water rights are not utilized now, another extension on the original rights might be difficult to obtain.

The economics of irrigation in this area is further improved by the general economic conditions facing agriculture and the food production industry. A world-wide shortage of adequate feed supplies has resulted in generally high prices for quality hay and grain.

As the Blood members have traditionally produced hay crops on their dry land areas, it was decided to initially expand the production of hay rather than move into other irrigated crops. The local market for hay is excellent at Lethbridge stock yards and many feed lots in the area.

It is hoped that once the Band members become accustomed to the requirements of irrigation farming they will branch out into other crops to take full advantage of the benefits of irrigation.

Unaccustomed to working with irrigation, the Band went to outside sources for help in setting up the project and its operation. A project advisory board was formed consisting of the project manager, assistant project manager, Band Councillors, the President of Red Crow Developments Limited, the Tribe Community Development Director, local farmers already involved in irrigation farming, Alberta Department of Agriculture specialists, the Head of Agriculture Economics of Brigham Young University in Utah, and the Agriculture Devel-

opment Officer for the Department of Indian Affairs Office in Lethbridge.

The long range plan for the Band is to develop and fully utilize the over 30,000 acres available to them for irrigation. The initial pilot project, however, is designed strictly to determine the long term viability and acceptability of this type of agriculture for Band members. The five year program has been segregated into phase one, which will include the first two years, and phase two, which will carry through years three, four, and five.

At the end of year two a complete assessment will be made of the project to determine the feasibility of continuing into the final phase.

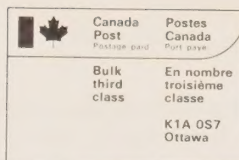
Phase one estimated to cost approximately \$733,000, will include a contribution of \$103,000 from the Band and \$510,000 from D.I.A.N.D. of which \$221,000 is a grant and the remainder in long term loans. Substantial support in constructing the distribution system will be provided by the Government of Alberta.

Phase two, at an estimated cost of \$498,000 includes an input of \$104,000 from the Band, an I.E.D.F. Loan of \$160,000 and an Indian Affairs Department grant of \$190,000, with further support from the provincial government anticipated.

The project originated in the summer of 1973 initially involving individual farmer members of the Band in an educational program during the winter of 1973-74. In the spring of 1974, irrigation equipment was purchased for the project and five farmers became involved placing a total of 800 acres under irrigation. The farmers involved are starting from scratch, with the exception of one case where 90 acres had already been seeded. In all other cases the farmers have seeded their land to alfalfa with a nurse crop of barley. The project equipment includes cultivation, seeding, harvesting and irrigation equipment.

While the individual farmers are the beneficiaries of the project, rather than the Band as a whole, the individuals are not receiving these benefits free of charge. The project is set up on a self liquidating basis whereby the indivi-





Ottawa, K1A 0H4, Canada

dual farmer pays the Band the sum of \$21.50 per acre to pay for the equipment plus \$2.00 per acre water levy to pay for operating costs and for maintenance of irrigation canals. The Band hopes to complete payments of the cost of the equipment over a period of ten years at which time arrangements will be made for the ownership of the irrigation equipment to revert directly to the group of farmers involved, or, where practical to the individual farmer.

Band members included in the project at present are: Harold Chief

Moon, who has approximately 165 acres under irrigation, 100 acres of which was previously seeded to alfalfa; Grant Fox, who has 110 acres under irrigation this year and intends to add an additional 100 acres within the next two years; Vernon Chief Moon with 120 acres under irrigation; Gerald Shade with 320 acres to be put under irrigation next year, and Ervin Shade who has 120 acres under irrigation.

Grant Fox, the assistant project manager who has a Bachelor of Science in Agriculture from Brigham

Young University in Utah, points out that the project management is insisting on top level agricultural practices. Efficient top quality machinery has been purchased to enable the farmers to work their land effectively. The land has been tested to determine its fertilizer requirements, and an evapotranspiration meter and water gauge are maintained at a central location to maintain water control.

Moisture reports are forwarded to irrigation specialists in Lethbridge on a weekly basis so those participating in the project can be advised as to the exact amount of water which should be added to their land to create the best growing conditions. The irrigation equipment is of recent design with the bulk of it being wheel type equipment. One large project utilizes a centre pivot system.

At the end of this project's first five years, there will be an optimistic view towards eventually irrigating some 30,000 acres of Blood Band Reserve lands.



*Larry Frith, left and Grant Fox, right, examine the sprinkler heads on the irrigation system on Harold Chief Moon's farm, where there are 165 acres under irrigation.*







